

JANUARY 1, 1933

JAN 2 1933

The Magazine for
MARKETING EXECUTIVES

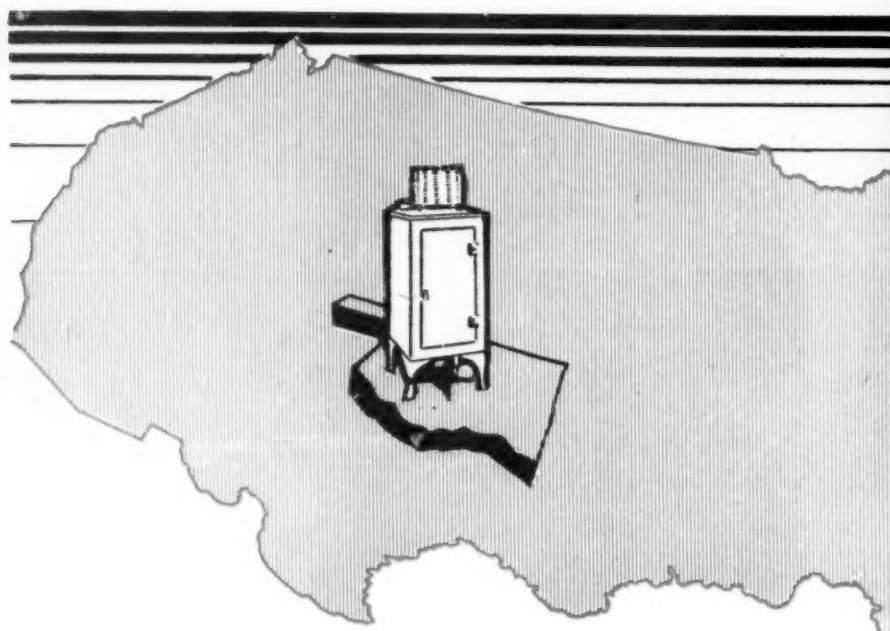
RAILSCRIP *management*

Rail Scrip Books Due
February 1; 2.7 Cents
per Mile Rate

Turning 1933 Sales
Opportunities into
Gold

How Continental Will
Sell Cars by Mail . . .

TWENTY CENTS



ALBERT AHRENS
President of Refrigerania

Oklahoma City becomes CAPITAL OF REFRIGERANIA

ALBERT AHRENS, of Oklahoma City, is the new President of Refrigerania, "elected" by winning the recent Monitor Top Election Campaign. Ahrens, Oklahoma distributor for G.E. refrigerators, exceeded his quota by 130% to lead every other distributor in the country * And distributors of other makes of electric refrigerators have been doing things, too. Oklahoma ranked 12th in the U. S. and 2nd in the Southwest for the first nine months of this year in the fulfillment of the quota set by the National Electric Refrigeration Bureau * The aggressive sales tactics of the electric refrigeration industry are meeting with above-average success in Oklahoma today. The Oklahoma City Market is an above-average market for ANY worthwhile product today. The Oklahoman and Times make the selling job easier, the sales cost lower. These newspapers, ALONE, and at half the milline cost, do a more thorough selling job than all 20 other newspapers in this area combined.



**THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES**

OKLAHOMA PUBLISHING COMPANY

Oklahoma Farmer-Stockman

Station WKY

National Representative, E. KATZ, SPECIAL ADVERTISING AGENCY

B.S. Adm

JANUARY 1, 1933

S A L E S M A N A G E M E N T

1

The November Net Paid Average Circulation of The Daily Post-Dispatch

225,141

A G A I N

of 10,260 copies per day
over October, 1932

This is the greatest November over October gain
made by the Post-Dispatch in more than 20 years

Post-Dispatch daily net paid circulation
for the last three months

September	210,598
October	214,881
November	225,141

A GAIN of 14,543 in TWO MONTHS

Never has any newspaper—morning or evening,
daily or Sunday—had as much circulation as the
Post-Dispatch in Greater St. Louis.

When St. Louis had three evening newspapers the
Post-Dispatch had more circulation than the second
and third combined in Greater St. Louis.

Now that St. Louis has only two evening news-
papers, the excess circulation of the Post-Dispatch
over the second newspaper is greater than it was
over the two others combined.

1st
IN ST. LOUIS ~ ~

*First in Circulation in St. Louis
First in Advertising in St. Louis
First in Results to Advertisers*

ST. LOUIS POST-DISPATCH

EASTERN ADVERTISING OFFICE:
521 Fifth Avenue, New York
R. A. Fletcher, Manager
Telephone MOhawk 4-5237-8

WESTERN ADVERTISING OFFICE:
Tribune Tower, Chicago
P. L. Henriquez, Manager
Telephone Superior 7161-7162

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The PILOT BALLOON

A BREEZY COLUMN
ABOUT BUSINESS
...and How the Trade Winds Blow

Conducted by Tom Tell

ORANGE OWLS AND PURPLE PUSSIES

NO PINK elephants in captivity yet, but here are Oscar Owl and Katie Kitten, making a flashy appearance in their many bright colors.

When first acquired they'll be quite flat, but a few breaths of air fills them out to a becoming plumpness. Oscar and Katie are not destined solely for a career of play. They are workers — accomplishing remarkable results in the field of sales promotion. Just let your imagination play with this idea: Eager, active children in thousands of homes forcefully prevailing upon the family purchasing agent to buy your product—because with it they will acquire ownership of Oscar, or Katie.

Incentive

A TOY balloon sales promotion deal changes sales effort to sales appeal!



Illustration of Katie Kitten, a small kitten wearing a dress and holding a small object.

A BOOST FOR WHITE BEAR

WHITE BEAR Coffee is a popular brand. More so now, than ever before, because Durand-McNeil-Horner Company of Chicago have promoted its greater sale with the aid of Oscar Owl and Jolly Joey, two of the many business-building balloon novelties created by the Oak Rubber Company. Customers were given Oscar, or Jolly, with each three-pound purchase. Plan produced unusual cooperation from retailers, says Mr. R. Kleiner, sales manager.

AND "ASCO"

AMERICAN STORES, Baltimore, put over "Asco" Brand coffee to such an extent by distributing "Oak Brand" balloons that their original order for 50,000 balloons was increased to 100,000.

Pertinent Point

YOUR advertising tells them why, and free balloons then makes them buy!

FIVE-FOLD

DON'T think that toy balloons in sales promotion campaigns merely bring joy to children, and win the good will of parents. Among other results, the balloon plan (1) sells merchandise, inducing consumers to buy at once, (2) focuses the dealer's attention on your product, (3) secures featured display in the stores, (4) attracts new dealers, and (5) enthuses your own sales organization.



Resolution

THIS balloon sales promotion idea is so good you couldn't make a more profitable New Year resolution than to investigate its possibilities. Ask *The Oak Rubber Co.*, 210 S. Sycamore St., Ravenna, Ohio.

Survey of Surveys

BY WALTER MANN

On Washing an Elephant—No Less!

The man who wanted to do something big in life and was given the task of washing an elephant had a piker's job as compared with that of the R. L. Polk organization in making a survey of "Who they are," "What they own," "What they pay" and "Are they buying now?" — a survey, be it known, embracing the answers to more than a million questions asked of 123,197 housewives in personal interviews in Pittsburgh, Pennsylvania; Columbus, Ohio, and Fresno, California. Wash an elephant? Why those bozos are out to wash a three-ring circus!

Now a million answers in 125,000 interviews is a lot of answers in any man's language. And the answers ought to be convincing to any space buyer. So, apparently, thought Mr. Hearst's *Cosmopolitan* executives. For, no sooner than the survey was out and a careful peek had indicated that its findings substantiated and even amplified considerably their own contentions regarding *Cosmo's* peculiar public—contentions built on previous surveys and only awaiting such substantiation as a third-person survey of this magnitude and authenticity could give —no sooner than you could say "scat" *Cosmopolitan* decided to buy (for many simoleons) a copy of the findings and reprint the evidence substantiating the fact that *Cosmo's* audience was a peculiar people, full of grace and truth. (For this reference read your Bible.)

"All that a magazine can do for an advertiser," says the preface to this handsome brochure, "is to furnish transportation for his message—rapid transit from maker to reader." Such transportation, it goes on to say, can be first, second or third class. Yes, friend reader, you've guessed it! The R. L. Polk survey of net worth, commodity ownership, buying habits and buying activity shows up very well for *Cosmopolitan*! Based on 24 factors listed later, *Cosmopolitan* ranks second only to the *National Geographic*. *Good Housekeeping* (another Hearst prize winner) is fortuitously third, *Literary Digest* fourth, *Better Homes and Gardens* fifth, and the *Saturday Evening Post* and the *Ladies' Home Journal* sixth and seventh, respectively. And so on for fifteen publications, including *Delineator*, *American*, *McCall's*, *Liberty*, *Woman's Home Companion*, *Colliers*, *Pictorial Review* and *True Story*, in the order named.

The twenty-four factors were as follows: (1) Number of Class "A" families; (2) Number of Class "B" families; (3) Number of Class "A" and Class "B" families;



Pirie MacDonald

Walter Mann

(4) Number who have savings accounts; (5) who have checking accounts; (6) who carry life insurance; (7) who own radios, (8) vacuum cleaners, (9) electric washing machines, (10) electric refrigerators, (11) automobiles bought new (i.e., not second-hand); (12) number of readers who buy higher than average priced men's shoes, (13) men's clothing, (14) women's hosiery, (15) millinery, (16) women's shoes, (17) street dresses, (18) spring coats, (19) winter fabric coats. Finally come current buying power factors as reflected in current buying activity. There are listed (20) number of readers who, within one year, have bought a radio, (21) a vacuum cleaner, (22) an electric washer, (23) an electric refrigerator and (24) a new car.

With twenty-four such formidable factors summing up in their favor, it is but natural that *Cosmopolitan* would like to crow a little about it, which they proceed to do quite gracefully and certainly most effectively.

And then, having washed a whole three-ring circus, they proceed to amalgamate still another three-ring circus, all, believe it or not, ladies and gentlemen, under the same tent, and proceed to wash the tent for good measure. Not only do they add the results of three more cities, Richmond, Virginia; Charleston, West Virginia, and Seattle, Washington, with a total of 132,527 actual interviews, but they add eleven more factors, i.e., number of native white families, age of head of family, average life insurance in force, home ownership, rent paid by renters, number of owned homes, number of homes under five years old, number of single homes, number of homes that have been painted in the last three years, number that have telephones, the number of readers who own new and used cars, and who own cars bought new.

So now you know. It's a good and an interesting piece of work, this brochure, and you can read it in an hour. Then you can study it for several hours, and come back and study it again. And even then you won't be done. Too, you can rely on the figures, for they tell the not too advantageous information along with the advantageous data. Get a copy, either through *Cosmopolitan's* able advertising department (57th Street and Eighth Avenue, New York City) or through this column. You won't regret it.

American Manufacturers' World Trade Cruise!

Picture, if you will, yourself lolling in a deck chair on the S.S. President Johnson of the Dollar Steamship Lines on a World Trade Cruise which sails eastward from New York on February 4, under the auspices of that master cruise planner, James ("Jimmy") Boring of the James Boring Company, Inc., 642 Fifth Avenue, New York, and 333 North Michigan Avenue, Chicago. Trade, travel and much-needed research on foreign countries—all pleasantly mixed. Investigate now!

This Pudding's Proved Beyond Doubt! Pulling Power Puts the American Home Journal Out in Front!

Compare and consider the records, printed below, of the American Home Journal, Saturday color magazine of the Chicago American, and the two other Chicago-published special newspaper sections which are directly in its field. Every pertinent factor considered, the American Home Journal's standing in this tabulation is literally phenomenal. It is the culmination of years of *performance*, of getting results that are always satisfactory, often startling.

Look at this record:

Note: These figures are for the first eleven months of 1932. They embrace all national lineage—general automotive and financial—but do not include medical advertising. This omission

is based on the fact that neither the American Home Journal nor the Daily News Roto Section accepted medical copy during the period involved.

AMERICAN HOME JOURNAL	191,015 Lines
Sunday Tribune Color and Roto Section . . .	179,740 Lines
Daily News Saturday Roto Section	36,226 Lines

Authority: Media Records

Don't let the real significance of the American Home Journal's standing, as disclosed here, escape you. It is positive indication of time-tested and *proved* pulling power that means top sales at lowest costs, and makes the Boone Man's American Home Journal story worth every minute taken in its telling.

If you want more sales in Chicago, ask for that story

CHICAGO AMERICAN

a *good* newspaper now in its TWELFTH YEAR
of circulation leadership in Chicago's evening field

National Representatives:

RODNEY E. BOONE ORGANIZATION

**CHICAGO &
NORTHWESTERN
RAILWAY**

*Introduces
Scrip Books
to the
Business
World*

**A
25%
Reduction
IN
Rail Fares**

A travel-economy idea that business executives will welcome with enthusiasm.

Think of buying 2,000 miles of First Class Rail Travel (regular charge \$72.00) for only \$54.00... a saving of \$18.00! ... or paying only \$81.00 for 3,000 miles of travel (regular price \$108.00), thereby saving \$27.00!

Other Big Advantages, Too

Less expense money to carry. Easy to use... simply exchange Scrip Coupons for rail tickets. And what a boon to the heavy-baggage traveler... 300 pounds may be checked free on each full fare ticket! Besides, SCRIP BOOKS are good for one year from date of purchase.

Good Most Anywhere West
SCRIP BOOKS will be accepted for local and interline travel on the Chicago & North Western Line and other roads in the West, and to points west and southwest as far as Texas, Eastern New Mexico, Utah, Wyoming, and Montana; also, in the larger denomination, to Pacific Coast points.

Like the idea? We thought you would. SCRIP BOOKS make travel dollars go farther... do more.

On sale daily beginning Feb. 1



The Postman Whistles

Train versus Auto

WE would be interested in receiving literature you have issued with relation to your commendable efforts to secure "Special-Rate Railroad Mileage Books for Salesmen."

While the majority of our salesmen travel by automobile, we are giving careful consideration to the question of the use of the railroad in traveling, and judging from your editorial and other comments in SALES MANAGEMENT, there is unquestionably a need for a special traveling rate for salesmen, which without doubt will induce greater railroad travel on the part of salesmen, executives and others, proving mutually beneficial to the railroad and manufacturers.

The literature you send to us will be read with a great deal of interest.

G. C. BRADY,
Manager, Sales Service Department,
Yale & Towne Manufacturing Co.,
Stamford Division, Stamford, Conn.

(Details of the action taken just a few days ago by the Trans-Continental and Western Passenger Associations in the establishment of scrip mileage books at a rate of 2.7 cents per mile, are given in the article on pages 14 and 15 of this issue.—THE EDITORS.)

To Cut or Not to Cut

I DID think I might cut down on SALES MANAGEMENT for 1933, but, upon second consideration, decided it would be very unwise. The subscription was ok'd before your renewal letter arrived, and by this time I suppose you have the check. Wishing you the greetings of the season.

J. J. McALEESE,
President and General Manager,
Pittsburgh Provision & Packing Co.,
Pittsburgh, Pa.

Have You Tried Tear Gas?

(Addressed to the Pacific Coast office:)

OUR file of back copies of SALES MANAGEMENT is very sadly depleted and it is essential that we go through about three years' back copies for a certain type of material.

I wonder how complete your file is and would you be inclined to loan it to us for a short time? Your publication is referred to so many times for data on different subjects that it is practically impossible to keep our files intact regardless of the method set up to protect them.

H. W. BUCKNELL,
Space Buyer,
Lord & Thomas,
San Francisco, Cal.

Incongruity

(Addressed to Maxwell Droke)

FROM your sales letters columns of "SM's", December 1 issue, I pluck the following information, "Great Britain selling cancelling machine space on envelopes."

By what right has any government the privilege to use the private (except U. S. S. R.) property (envelopes) of any company to swell its revenue? It amounts to

confiscation in my opinion. The government might just as well come along and sell the wall space on buildings. After all, isn't the envelope, inside as well as outside, the sole property of the addressee, as much as his personal effects and real estate are?

The idea is incongruous. Just imagine getting a letter from a company advertising their radio and on the cancelled machine space is an advertisement of a competitor.

Let Uncle Sam continue to advertise Red Cross Roll Calls and other non-commercial messages and the space will be as well utilized as it ever could be. In fact, I don't see why the space isn't utilized more widely for the dissemination of information concerning our public affairs.

Right now, it would be appropriate to remind those of us who have jobs to think of those who haven't any. Let the pre-canceled space herald the popular expression, "Share," "Every little bit helps," "Give a job," and other pertinent expressions as well as thumb sketches illustrating them. Such usage of the space would repay us a thousand times over.

Let John Bull keep his idea; it's not so hot.

I've been a reader of your columns for quite some time and want to compliment you on the host of practical advice you dispense on the subject of letter writing. Keep up the good work. Needless to say, "SM" is to be proud of your department.

LOUIS E. HIRSCHHORN,
Advertising Manager,
New York Merchandise Co., Inc.,
New York City.

Crops in California

YOUR reporter certainly told the world some real facts in "Why Fifth Avenue Strategy Won't Sell the Far West." Have we permission to reproduce this, giving SALES MANAGEMENT credit?

We could give your reporter a lot of other facts even more illuminating than those he quoted—as for instance, there are 181 farm crops in California raised on a commercial basis, in place of 71 he mentions; and the average cash income per farm in California is 2½ times the national average (see your book of Department of Agriculture for 1929, 1930 and 1931, figures from which are attached).

Of course he picked the spectacular of Southern California to mention crops, but facts are 65 per cent of all crop and live stock values are in Northern California, as you will see from the charts on the back of this page. Tell your reporter next time he comes West to drop in and get an earful of additional real facts for some more real articles.

It will require a score or more similar articles in SALES MANAGEMENT to sell the East on the differentness of the West, which spells a real distinction.

There is a potential for a dozen equally true and interesting facts about California which would be of value to your readers. And we are not tooting horns either.

FRANK H. BELL,
Advertising Manager,
Pacific Rural Press,
San Francisco, Calif.

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S a l e s L e t t e r s

BY MAXWELL DROKE

That They Go Forward

"Wherefore criest thou unto me? Speak unto the children of Israel, that they go forward."

The Voice, in counsel to the Prophet Moses.

A pursuing Pharaoh in the rear; a turbulent Red Sea directly ahead. And on every side confusion, fear and dissension. Moses, sorely troubled, lifted his eyes and cried aloud for guidance. In answer came the clear command, "Speak . . . that they go forward."

At the beginning of this thirty-third year of the Twentieth Century it is well to turn again to this grand old Hebrew legend, and from the story of the Exodus glean a measure of spiritual courage. We of this age are not without our pursuing Pharaohs; our threatening tides. All about us is the blinding fog of indecision. And we know not which way to turn.

Is there an industrial Moses in the audience? A listening leader who will catch the echo of that ancient voice, "Speak . . . that they go forward!"

Stimulating Dying Accounts

Not long ago I met up with this interesting letter which Dennison Manufacturing Company is sending to inactive accounts:

"To Our Customers:

"The business which you have given us in the past is remembered and appreciated.

"But we have not had an order from you for some time. Our prices are generally lower, and deliveries are prompt. We believe that we can serve you now better than ever.

"There must be a reason for not hearing from you. Won't you please take just a few minutes to tell us what it is? Just write your answer on the enclosed form and mail it in the prepaid envelope. Thank you."

Curious for an accurate accounting on a "check-up" letter of this type, I asked Mr. F. L. Robinson, of Dennison's, for the outcome. He reports that returns were "most gratifying." Returns showing indications for immediate or future business were received from approximately 5 per cent of the firms addressed. In addition, there were a considerable number of spot orders and requests for quotations.

"Another feature that pleased us," said Mr. Robinson, "was the discovery that many of the customers whom we thought inactive were in reality buying through



Maxwell Droke

I Hereby Resolve

What better time than the New Year to turn over a new leaf? Let's resolve, in 1933, to make our letters more effective than ever before. As in the past, we'll be glad to have a look at your letters, and to criticize them constructively, without cost or obligation. A stamped addressed envelope for reply is an appreciated convenience.

jobbers. This is in line with our jobber policy inaugurated some time ago.

"Our sales force is very enthusiastic about the mailing, and we have found that our regional offices profited greatly, a number of customers going to them for their requirements.

"The mailing gave us an opportunity to straighten out several grievances and misunderstandings, of which we had no knowledge when the letter was despatched. In addition, we were able to correct our list, as a great many of the letters were returned, indicating that business conditions had taken their toll among our former customers."

Prices, Profits and a Parable

I am always interested in good "teaser" campaigns. A recent idea sponsored by the Kansas City branch of the American Optical Company strikes me as uncommonly effective. An ordinary Government postal card formed the first link. On it was typed merely the cryptic message: "Book of Judges, Chapter XVI—Verses 29 and 30." Interested refractonists turned to the Family Bible, and read:

"And Samson took hold of the two middle pillars upon which the house stood, and on which it was borne up, of the one with his right hand, and of the other with his left.

"And Samson said, Let me die with the Philistines. And he bowed himself with all his might; and the house fell upon the lords, and upon all the people that were therein. So the dead which he slew at his death were more than they which he slew in his life."

A letter mailed a day later quotes these verses and makes clear the application with this opening paragraph:

"The present state of retail prices on Kryptoks can be likened to the shambles created by Samson when he tore down the temple on the heads of hundreds of Philistines, and destroyed himself. Kryptoks, the powerful force that lifted the level of retail prices on glasses from an average of \$5 to \$15, and brought correspondingly increased profits, are now working the opposite way, with a Frankensteinishness that must be halted. . . ."

This is followed by the American Op-

tical merchandising plan to bring about better conditions in the industry—a plan too involved to be briefed here. But the tie-up idea is one which might be applicable in many lines.

Drama in Timeliness

Many a Los Angeles business man was a bit startled to find on his desk, bright and early Wednesday morning, November 9, a huge broadside, proclaiming, in flaming letters, "Roosevelt Elected!" Turning to an inside page, he quickly perceived that this was a promotion message from the Mayers Company, Inc., local advertising counselors. "The Country Has Decided!" said a headline, "Political uncertainty is over. Now, let's end BUSINESS uncertainty." Impressed, and a bit dazed, Los Angeles business men wondered how the job had been completed with such neatness and despatch, within the space of a few brief hours, customarily devoted to sound slumber. Harry Mayers, the perpetrator, gives me the lowdown:

"The job was, of course, printed, addressed and stamped in advance of the election—all but the words, 'Roosevelt Elected!', which we had imprinted Tuesday evening, as soon as election returns assured us of the result. The post office was notified in advance, and cooperated beautifully." Mr. Mayers adds that the mailing put his company in touch with scores of new prospects, and in addition, members of the organization received hundreds of comments in person and by phone.

Choose Your Weapon, Sir

In this department, in the issue of December 1, I said, "Insurance representatives can scarcely be classed among the welcome visitors in any business establishment." Now, Mr. William H. Meub, a general agent of New England Mutual Life, descends upon me like a ton of brick. The conception of a life insurance agent as a pest, he assures me, is entirely passe. The gentleman is, in reality, a benefactor and a friend, to be welcomed with open arms.

With Mr. Meub I am entirely willing to agree that the competent insurance representative *should* be regarded as a benevolent being. But my earlier reference was to conditions as they actually are. Nor, in my judgment is the business man to be too harshly censured for his attitude. The insurance salesman himself is largely responsible. With a few exceptions, he has displayed a singular lack of originality and resourcefulness. The insurance companies have few firmer friends than I. I believe in their principles and precepts. I will talk with any insurance man who comes to see me. As a result, I am solicited by a choice assortment in the course of a year. And most of them are terrible bores.



Night letters, air mail and now the airplane itself drives our clients' sales forward

UTILIZING wisely the unusual, we discovered years ago, was an effective sales stimulant. Seasoned experience in the field of successful merchandising will deliver profitable sales quotas in 1933.

Some years ago, when the now commonly used night letter was yet a novelty, we effectively tied its use to a client's mail merchandising campaign. This campaign produced orders from this client's prospects by night letter averaging better than \$200 each and totaling \$4,000 daily. Further, these orders were immediately confirmed in the next following day's mail.

The important point in all selling is to obtain the prospect's "yes". What merchandiser but would gladly pay the cost of such night letter orders (which were sent "collect" to our client) when \$200 sales and better were the objective.

In four years this same client, by continuing the use of equally effective selling aids, increased his annual sales from \$150,000 to \$1,000,000 yearly.

Moreover, he had the courage to start after bigger volume when business conditions were not one bit more encouraging than during the last three years.

Again, when the air mail shot across the business horizon, we recognized its value from the standpoint of the unusual, in riveting the attention of other clients' prospects on their important announcements. Air mail letters, then 5 cents, cost two-and-a-half times regular postage. But the extra 3 cents cost per letter, as we proved beyond doubt, obtained 100 per cent attention from our clients' prospects.

How often have you realized that the first important objective in all selling, be it personal face-to-face selling or direct-by-mail, is to get the prospects' attention to your story.

Air mail proved to these clients' satisfaction that it riveted their prospects' attention on their sales messages. The extra 3 cents per letter for air mail thus proved a wise expenditure.

Now, we are utilizing as a sales stimulant the airplane itself. Travel by airplane to the rank and file, to the average person, is still a novelty.

This new mode of transportation, therefore, presents, as we see it, a splendid opportunity as a most effective stimulating sales tie-in with sound merchandising efforts. Your prospects, your customers, your sales force, your distributors, all these may be so linked together by air travel used as a sales inducement as to make doubly sure that your 1933 sales objectives will be realized, yes, possibly exceeded.

All of this discussion deals with our efforts in the field of successful merchandising, where we have spent an active lifetime in showing our clients how to obtain volume sales at highly satisfactory profits. Successful outcome of such efforts on behalf of our clients, manufacturers, distributors, retailers, has repeatedly followed the employment in their merchandising campaigns of ideas out of the ordinary, but based on fundamentally correct principles of sound merchandising.

Each one of these full-page monthly discussions of our services, which began with the June 1st, 1932, issue of *SALES MANAGEMENT*, has dealt with such campaigns as please note:

June—We discussed services on behalf of our client, the second largest distributor in the world in his field, a highly competitive one. Sales letters of our preparation, unusual in their conception, repeatedly have "brought home the bacon" for him.

July—Was the story of the client who, from a standing start, developed under our direction with the use of our plans 1,500 group-distributors for household products within a year.

August—Here we uncovered for a retailer client increased profitable sales for a high-priced household appliance selling at better than \$150, after his own best efforts failed to give the desired increased volume.

September—A six-weeks' hard-hitting, enthusiasm-stimulating daily letter cam-

paign gave this client, for whom we prepared 47 such letters, sales of automotive replacement merchandise in excess of his volume during the preceding 26 weeks, and at a cost of less than 5 per cent. October—Here an unusual situation required a solution which our plan, presented by one sales letter, proved to be the right answer.

November—To obtain hour-long interviews with busy key executives and to educate them in advance of his salesmen's calls was the need of this client, whose services sold for \$120 to \$12,000. We prepared 16 penny postcards, one for each of 16 consecutive business days. They did the trick and opened wide the doors.

December—A bit of service for a retailer where we adroitly turned his calendar into a year-around, day-by-day producer of sales.

Copies of this entire series are yours for the asking.

At the same time, if you will frankly outline to us, in confidence, your sales, advertising, merchandising problems, it is possible we may be able to suggest a solution which will make 1933 a year of victory for you.

Gladly will we thus discuss, informally, ways and means for reaching certain sales objectives. And, without obligation on your part to retain our services.

Are you now willing to match your time against ours when the result, whether your efforts, be they modest and purely local in scope or national in their outreach, may become far more profitable to you than for some time past.

A frank letter today, to us, will start the discussion.

This is the eighth of a series of 13 full-page discussions of our services appearing monthly. Each issue also carries, as for nearly 10 years, our announcement on page next to back cover.

James C. Johnson, and Associate Counsellors

Complete sales, advertising, merchandising programs, including letters, house-organs, broadsides and publication advertising.

For 10 years Sales Promotion Manager Larkin Co., Inc.

119-JA Woodbridge Avenue, Buffalo, New York

More sleep and more worms for this early bird—says Joe Hawley, salesmanager

JIM WILSON would have been a foreign missionary if he had leaned to the church instead of the road. Years of traveling in the South made him scornful of steam-heated hotels and people who lazed in bed after sun-up. He loved his hardships and got more kick out of his sufferings than his sales.

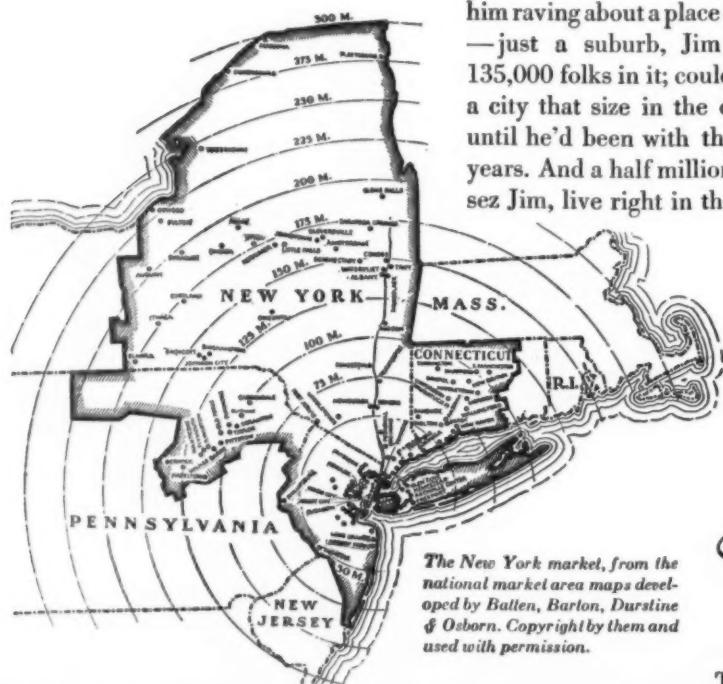
"Our prize martyr never suffered in silence. When the thermometer touched 117 in the shade at Sunny Flats or the Big Muddy carried out a trestle in the rainy season, I always heard about it. Constitutional inertia, corn liquor and corn pone, the boll weevil and the heat were tribulations he gladly endured if he could give me the details. He even mentioned the beefsteak at Catfish Forks, which was tougher than a beer baron. . . . But the breaks in Jim's territory got tougher than the beefsteak. I told Jim he was breaking my heart —so I was shipping him north.

"There are some real purty suburbs outside of New York City," I told him, "where they can't bear tough beefsteak,



and if they see the sunrise it's on the way home."

"Jim was so mad I didn't even try to justify Westchester County, which was where he was going. But he soon began to shoot in business, and the front office enjoyed the open season for orders. The last time I was in New York I found him raving about a place called Yonkers — just a suburb, Jim drawled, but 135,000 folks in it; couldn't have rated a city that size in the cotton country until he'd been with the company 25 years. And a half million more people, sez Jim, live right in the same county.



"He likes our Sunday News advertising—his first favorable verdict in that line. Says more people in Westchester read The News than any other newspaper. 'I've cut that old racket I used to try on the dealers,' he added, 'about how a few plantation families who saw our ads influenced the buying habits of the whole section. The dealers here would die laughing at that gag.'

"Jim doesn't mention hardships now. He is interested in sales. Which reminds me that his sales cost is way down and every sale is making us money. News advertising seems to reach people who are spending even in these days."

WESTCHESTER is a small but profitable part of the thick New York sales area. Three of its suburbs alone contain a quarter of a million people. Almost half of all its families read the Sunday News. In many of its towns, four to eight big magazines wouldn't give as much coverage.

Because so many people live in so limited an area, the New York market ranks first in profit possibilities as well as in volume. Sunday News circulation never falls below 20% coverage in 100 cities of 10,000 and up whose total population exceeds 11,000,000. The Sunday News reaches more families in New York City, in the suburbs, in the outside area than any other newspaper, than any magazine. It gives you big coverage at low advertising cost in a section where bad times have not been so bad, where better times have already started. For supplementing magazine schedules or for a solo sales job in the first market, use The News.

THE NEWS
New York's Picture Newspaper
220 EAST 42nd STREET, NEW YORK

Tribune Tower, Chicago + Kohl Building, San Francisco

Significant Trends

As seen by the editors of Sales Management for the fortnight ending January 1, 1933:

• • • As we pause to survey the old year and look ahead toward the new it might be interesting to compare our present state with the month of December, 1929. The present level, in the belief of those inclined toward optimism, is the base upon which we will build a new structure of prosperity. The index numbers below are taken from the Department of Commerce and are based on the average of the years 1923-1925 as 100:

	1932	1929
Business Activity (<i>The Business Week</i>)	53.4	99.8
Commodity prices (Fisher index)	58.7	92.7
Construction awards	31.4	91.2
Car loadings	57.1	97.3
Bond prices	86.0	105.3
Stock prices	54.9	216.3
Bank debits	61.3	123.7
Demand deposits	97.2	113.5
Time deposits	82.9	139.0
Electric power production	90.6	110.5
Steel ingots	22.4	84.2

• • • The year-end tapering off in business was in evidence during the fortnight:

Commodity prices: more stable, slightly lower.

Car loadings: declines of from 13-15 per cent from last year.

Steel production: 14 per cent of capacity.

Auto production: up; above the 25,000 weekly level.

Auto sales: down; buyers waiting for new models.

Electricity: about 7 per cent down from last year.

Employment: The A. F. L. reports that increase of unemployment among its members was smallest on record for that month.

Retail sales: chain stores about 12 per cent under 1931; department stores 18-25 per cent down.

• • • An upward turn of the business tide is predicted by the Standard Statistics Company from a preliminary survey of conditions regarding the first quarter of the new year. Among the conclusions: "(1) industrial activity will be uniformly higher than that of the October-December period, excluding retail trade, building and a few other lines in which the trend is seasonally downward; (2) additional profit margins as a result of adjusted costs and freedom from inventory losses are likely to show definite betterment; (3) the ratio of decrease in earnings for most industries is becoming smaller with each succeeding month; (4) estimated freight car loadings in the first quarter of next year are placed at a level only 6 per cent below the same 1932 period, as compared with a present level of 11-15 per cent below last year, and decline in 1932 as a whole of close to 25 per cent."

Prices

The Irving Fisher all-commodity index of wholesale prices remained steady at 58.7 and the purchasing power of the dollar stood at 170.4, both indices based on 1926 prices as 100. World commodity prices, with the exception of England, are at or close to their depression lows.

• • • Failures, quite surprisingly, recently have overcome seasonal forces which tend to make them rise to a

first-of-the-year peak, and there was a sharp decline in the number during the week ending December 15. The 458 defaults reported by *Bradstreet's Weekly* were 34 less than in the preceding week, and nearly 100 below the corresponding period last year.

• • • The Bureau of Labor Statistics' wholesale price index number of 784 commodities declined to 63.9 in November, as against 64.4 in October and 70.2 last year.

. . . The same bureau's index of retail food prices in 51 cities showed an average decrease of 1 per cent in November from October, and a decline of a trifle less than 15 per cent since last November. Retail food prices now are slightly less than in 1913.

• • • The recent cuts in the prices paid for crude oil do not meet with the approval of all marketers and refiners. Sinclair announced, "The drastically lower levels may be expected to lead to the establishment of prices far below former schedules. Sinclair will, necessarily, but very reluctantly, follow this downward movement, believing that it will retard general recovery. . . . Selling below the cost of production is the greatest evil that every basic industry must overcome if prosperity is to be restored."

• • • Records on wheat prices go back to the year 1287 when the cereal was worth only 9 cents a bushel in the Liverpool market. Last month's low price of 33 cents a bushel in Winnipeg (Canadian price in U. S. A. dollars) was the lowest price since 1570—a mere 362 years back.

Production

The two most encouraging recent production items are the figures on buildings and automobiles. Building normally sags in November, but this year the Government reports an increase of 18.3 per cent over October in the total costs of permits, including alterations and repairs. Awards for new residences bumped along on bottom, but there was a big increase in other types of buildings, especially Government projects.

• • • Individual cities which showed large increases in building permits in November over October were, in order of volume of permits, New York, San Francisco, Pittsburgh, Philadelphia, Omaha, Hartford, Boston, Oklahoma City, Columbus, Indianapolis and Jacksonville.

• • • In volume of permits the ten leading states were California, New York, Pennsylvania, Connecticut, Ohio, Maryland, New Jersey, Massachusetts, Nebraska and Texas.

• • • The employment index in the Detroit area stood at 44.2 on December 15, as against 39.3 a month before. The auto makers are hurrying their 1933 models and tens of thousands of workers are being recalled to the factories in Detroit, Pontiac, Flint, Lansing, South Bend, Auburn and Kenosha. A Detroit dispatch dated December 17 stated that approximately 200,000 men were being employed, and that there were indications that by the first of the year another 50,000 would be at work in the Detroit area alone.

• • • Contracts awarded, but held up until the "go" signal is given on beer, must amount to staggering proportions. We know of one immense lithographic plant, for example, which has enough actual orders on hand for beer labels to put the plant on a full production basis and keep it at that level indefinitely.

Distribution

middle of the month to run "after Christmas" sales. Buying started slowly, with indications the first two weeks of December that it would be 25 per cent under last year, but the old Christmas spirit couldn't be kept down and during the last two weeks the decline was cut in half. Of the larger cities it is reported that Los Angeles came nearest to last year's dollar volume.

• • • The well-sustained volume of miscellaneous and I.c.l. freight has been an encouraging feature of car loadings the past two months. The volume of total freight moved has risen from the summer lows of 50 per cent of the ten-year average to better than 60 per cent. *Traffic in mid-December compared more favorably with the levels of the early Fall than at any similar date in the past ten years.*

• • • Sales of the Great Atlantic and Pacific Tea Company for the first 39 weeks of the year declined 14.3 per cent in dollar value and 4.1 in tonnage. For the month of November the decrease in dollar sales was 15.8 per cent.

• • • The year's sales of Sears, Roebuck are estimated at \$280,000,000 and Montgomery Ward's at \$180,000,000, off approximately one-fifth from 1931.

• • • The November decline in the sales of all chain stores was 10.1 per cent—the best showing in many months. In October the same stores showed declines of 11.9, in September 11.2, in August (the poorest month) 18.2, in July 16.4, and 13.5 for the first eleven months.

• • • Department store sales in November made a poor showing, for instead of increasing from October, which would have been normal, they decreased, and the Federal Reserve's index number dropped to 64 on the basis of the 1923-1925 average equaling 100, compared with 71 in October and 70 in September.

• • • Department store sales budgets for 1933 are down approximately 10 per cent.

• • • Since the discontinuance of the old model T Ford in 1927 there has been a close race between the Fords and General Motors' Chevrolet, with Henry slightly in the lead. In the six full years (ten months of 1932) the two cars have represented 7,706,211 units out of total sales of 15.2 million passenger cars, or just half of the total number. The Ford lead over Chevrolet in the period is less than 300,000 cars, and in both '31 and '32 Chevrolet led the pack.

Generalship

Dissatisfaction with banker rule was voiced last week by the newly-formed "Association of American Business," which was promoted at a meeting in a New York club by a number of industrialists, including Edward F. Hutton, Walter Chrysler and Thomas Chadbourne. They plan to make searching studies of distribution and production, to get business coordinated on a program, and then to release heavy propaganda.

• • • Among the purposes outlined are (1) to reduce Government expenses and improve methods of taxation, (2) to give Government a better understanding of business problems, (3) to revise the anti-trust laws "which take us further and further from planned and coordinated production. We must allow industry to constitute itself, whether by merger or otherwise, into self-controlling and self-governing organizations, under public supervision, to avoid abuses. The end of an era of unplanned, uncontrolled and maladjusted expansion of quantity production has been reached. . . . We have relied far too long on the so-called practical views of our so-called practical economic experts, the practical commercial bankers. Their record goes to show that they have excellent facilities for dealing with problems of the moment, but, unaided by others, altogether too little background and foresight for long-term planning."

• • • Copeland's president, W. R. Wilson, told the national convention of his company's dealers last week that the widespread price-cutting in the electric refrigeration industry during 1932 had resulted in a loss to all engaged in the industry—that the price cuts did not bring volume because buyers held off, hopefully waiting for more and bigger cuts. Many dealers and salesmen, discouraged by reduced profit margins, drifted into other lines of endeavor.

Potpourri

According to the New York Trust Company, which has completed a study of population growth, the future increases in our population are likely to be in the suburban and suburban farming districts rather than in the cities. According to the Department of Agriculture the flow of population back to the farms from the urban centers during the past three years more than offset the loss during the previous decade. "Undoubtedly many of those who have left the cities will return when economic conditions improve, but this flow back to the larger centers of population will be tempered by changed conditions. There is a tendency to locate factories in smaller cities and towns, as is illustrated by the growth of the textile industry in the South to replace plants in the more densely settled areas of New England." . . . It is estimated that by 1980 the population of the United States will be stationary at about 180,000,000.

• • • Colonel Ayres of the Cleveland Trust Company has this to say about 1933 in his current economic bulletin: "Fundamental matters such as the probable volume of industrial production in 1933 as compared with that of 1932, the amount of building construction, the output of iron and steel, the production of electric power, the loadings of railroad freight, the volume of industrial employment, and the trends of security prices, may be so greatly influenced by political developments, as well as by more impersonal economic forces, that they defy prediction. If the business man is forced to use estimates of them in formulating policies and making budgets for the new year, he will probably be following the prudent course if he assumes the figures of 1932 in making his estimates for 1933, hoping and planning for more, but trying to safeguard his affairs against the possibility of less."

Turning 1933 Sales Opportunities into Gold

BY J. C. McCOY

Check carefully this list of 100 questions about your company, your product, and your selling policies and then ask yourself if your business is geared to its maximum efficiency for the battle for business during the new year. Nothing but red ink and disaster await the concern that is either too stupid or too stubborn to face 1933's tough marketing problems with the best methods and the best tools modern sales management offers.



Analyzing the Product

- a. Have you considered the possibility of redesigning your product to make it more useful, more attractive and more economical?
- b. Have you isolated the profitable from the non-profitable items in your line with a view to discarding those which are non-profitable and possibly adding others which would be profitable?
- c. Are you protecting yourself against competition, possibly contemplating a product with similar usefulness at a lower price?
- d. Have you considered the addition of new products associated in the trade and public mind with your present product, but which might widen your opportunity in your present market?
- e. Are you doing research regarding new products, enabling you to get into other markets with something for which there is a definite need not being met by any product at the present time?
- f. Have you considered the addition of new products, which would parallel in attractiveness and appearance the products now manufactured by other people, but which you could manufacture and distribute more economically and, therefore, at a lower price?

Analyzing the Package

- a. Have you considered redesigning your present package to increase its visibility in the dealer's store, and to in-

crease its style appeal?

- b. Does your present package meet all the requirements of modern and successful package design?
- c. Have you considered the possibility of making your package permanent or semi-permanent in nature, so that it will be used by the consumer for other things?

How About the Label?

- a. Have you considered changing the design of your label, so that it will be more outstanding and convey more remembrance to the consumer?

Strengthening the Price Structure

- a. Is consumer's price fair in proportion to service rendered?
- b. Does your product have the physical appearance of being worth the price asked for it?
- c. Is your price in line with other similar products of approximately equal usefulness and appearance?
- d. Are you holding the umbrella over the entrance of cheaper-priced products in your market by keeping the selling price unduly high, so as to allow an unusually high margin of profit to yourself, or to the trade factors handling your product, or to both?
- e. Does the gross margin of profit between factory door cost and your own selling price allow both a reasonable profit to you and sufficient margin so that the necessary selling and merchandising expense can be allowed?

Are Trade Discounts Right?

- a. Are all factors of the trade handling your merchandise able to make a necessary and equitable margin of profit over allowable expense of doing business?
- b. Is your price and trade discount such that you are fairly meeting competition in the discount to each factor handling your merchandise?

Marketing Plans and Policies

- a. Have you effectively isolated your profitable markets from those non-profitable or relatively non-profitable?
- b. What class of outlet is most profitable and is increasing orders to you?
- c. What size of town shows the greatest per capita sale?
- d. What territories are most productive in per capita sales?
- e. Have you considered re-allocation of sales territories to provide for most economical and effective coverage by your salesmen?
- f. Is your present scheme of distribution effective or could you advantageously eliminate or add additional steps in the progress of your goods to the consumer?
- g. Have you segregated profitable from non-profitable branch offices?

Getting More Out of Salesmen

- a. Do you know which salesmen are profitable and which are non-profitable—which are selling your most profitable lines and which, in turn, are not?
- b. Have your salesmen changed their selling habits to match present-day conditions?
- c. Do your salesmen match by increased effort the difficulties of getting business?
- d. Are your salesmen selling in accordance with a definite plan whose present-day effectiveness has been demonstrated?
- e. Have you reconditioned and retrained your sales force by an organized plan for making their selling effective and profitable under present-day conditions?
- f. Are you taking advantage of the present opportunity to weed out old and non-effective salesmen and to add good salesmen, many of whom are available now?
- g. Do you have an organized plan for training new salesmen—a real sales training program?
- h. Do your salesmen work on Saturdays?
- i. Do your salesmen know the business problems of their trade and do they do store demonstration work on an organized basis?

Stimulation of Salesmen

- a. Have you established real incentives in the form of additional compensation so that each salesman can make additional money by exerting effort greater than ordinary?
- b. Have you established a compensation plan which takes into account the inequalities of your different sales territories and which gives every salesman a fair chance for bonus money?
- c. If you use sales quotas have you revised these so that each salesman can reasonably hope to make or exceed his quota with conditions as they now exist?
- d. Does each salesman on your sales force have the all important correct mental attitude towards his job? Does he thoroughly understand and believe in the product? Does he believe that the job of selling that product is

the job in which he will be happiest and most successful? Does he have no mental worries about his relations with his home office? Does he have a *confident and successful* feeling about his job?

Sales Control Records

- a. Do you have a real plan of sales control records which gives you a day-by-day check of sales accomplishment and of the relative effectiveness of each salesman?
- b. Have you analyzed your present selling problems and changed your sales control methods to match present-day conditions?
- c. Do your sales control records actually show the amount of creative selling now being done by your salesmen as differentiated from simply making calls?
- d. Do you require a separate report on each call?

Direct Mail Possibilities

- a. Do you use personal letters to your trade signed by an officer of the company, which will cement closer relations between you and your customers?
- b. Have you considered the advisability of a news mailing to dealers and their sales people, which will continually keep your organization and your products before them?
- c. Are your broadsides effective and really read by the people to whom they are addressed?
- d. Do you break ground for your salesman going to new outlets by an organized plan which will educate the prospect regarding your company and its policies, so that his time can most effectively be spent in calling on people who are receptive?
- e. Do you have such a plan coordinated with the route list of each salesman?

Merchandising Strategy

- a. Do you cooperate with your dealers by having goods at reduced price, available to them at periodic intervals?
- b. Do you periodically create specific occasions for a special display of your goods by the retail store?
- c. If you have a number of associated items in your line do you ever have combination offers at reduced price, available to the dealer and to the consumer?
- d. If it is the custom of your industry, do you have free goods, deals and advertising cooperation available for important accounts and for new accounts?
- e. Do you supply your dealers with package wrap-ups?
- f. Do you furnish retail sales people with an organized talk to give regarding your product, which will bring out its different features and points of superiority?

The Retail Store

- a. Do you have an organized plan of developing your dealers so that the sales plans which you evolve are actually put into effect at the point of sale?
- b. Do you, the manufacturer, have first-hand knowledge of retail selling conditions in your line?
- c. Do you have an organized plan of making the retail sales person more familiar with your product than that of competition?
- d. Do you have a plan for periodic promotion of your product in the important retail stores?
- e. Do your salesmen consciously cultivate retail sales people and encourage them personally to use your product?
- f. Do you have a plan of selling your product at a discount to retail sales people?

(Continued on page 38)

What! No Goat Feathers?

Guardian Men Write \$1,259,555 Insurance in One-Day Drive

This one-day sales campaign by a New York life insurance agency demonstrates just how much latent sales ability there is in an organization if only something is done to arouse the drive-and-fight spirit which brings it out.

A ONE-DAY sales drive, held December 2, called "No Goat Feathers Day," spurred the 123 salesmen for the John C. McNamara Organization, New York City agents for the Guardian Life Insurance Company of America, to the biggest day's business in number of policies which that company has ever enjoyed. The 123 men turned in applications for 412 lives for a total of \$1,259,555 face value, involving \$1,250 annually in premiums.

One hundred and three of the men turned in business, thus making an average of four lives per man for an average volume of \$12,228, made up of average policies for \$3,057 per life—in one day's work.

During several weeks prior to a special breakfast sales meeting held Thursday, December 1, a number of pieces of mail matter, largely inspirational, centering around Ellis Parker Butler's little book, "Goat Feathers," were sent to the home addresses of McNamara's force of full-time salesmen. Each piece warned "Watch your mail." Then, on November 21, a copy of the book "Goat Feathers" was mailed to each man and a "No Goat Feathers Day" breakfast announced.

Special memoranda continued to be mailed, urging the careful reading of the book, and the practice of its message, i.e., the elimination of all distractions from business. "Goat Feathers," wrote Ellis Parker Butler, "are the distractions, sidelines and deflections that take a man's attention from his own business and keep him from getting ahead. They are the greatest thing in the world—to make a man look like a goat."

The breakfast, attended by 129 men,

In 1932, the third year in which the McNamara organization ran a special one-day sales drive, the number of lives written exceeded both 1930 and 1931. The chart shows hour-by-hour production on each of the three days. New life insurance production was off 20.7 per cent during November—which makes the McNamara record especially significant.

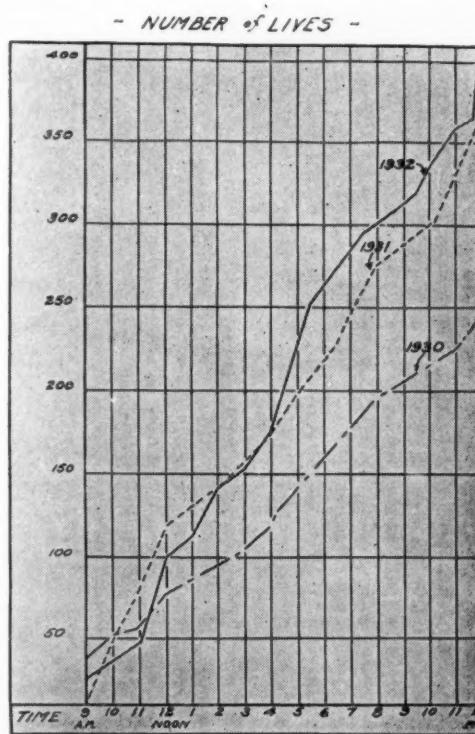


(Above) R. Diament, who led the force in dollar value of applications—\$116,000 for 7 policies; (below) Robert S. Marvin, first in number of policies—23, with a total value of \$25,500.



Blank-Stoller, Inc.

[13]



began at 8:30 on December 1 and ended at noon. The program opened with the presentation of three 10-year service pins and continued with a brief inspirational address which disclosed the plan for a special sales drive for the following day to be known as "No Goat Feathers Day." Between midnight, December 1, and midnight, December 2, the greatest possible effort was to be made to submit the greatest number of applications for life insurance on as many lives as possible in a single day.

Special emphasis was placed upon the history of similar efforts in the two preceding years. The first special campaign of this kind was carried out on December 12, 1930, as "Inspiration Day"; it brought in 245 lives for \$1,902,300. The second one-day campaign was waged December 11, 1931, as "I Dare You Day"; it brought in 365 lives for a volume of \$1,875,000. While a slightly higher number of salesmen took part in this

(Continued on page 37)

Sales Management's Crusade Bears Fruit: Western Roads Approve Scrip Mileage Books

Wanted: Special-Rate Railroad Mileage Books for Salesmen

IN a desperate effort to cut selling expense, thousands of companies have drawn men out of the field. They have moved offices or cover remote territories, even those that may hold reasonably good sales potential, simply because the overhead on the business to be thus closed is too high. They have consolidated smaller territories nearer to the home office, in many cases giving one man as much territory as three men worked before. Some have eliminated many of the smaller cities and towns from salesmen's route sheets, confining their activities to the metropolitan areas, while they are attempting to cover the prospects thus neglected by mad advertising.

THE TRANSPORTATION is still the biggest single item in a traveler's selling expense account. There is little doubt in the minds of the editors of SALES MANAGEMENT that the re-establishment of the system for selling salesmen's railway mileage books on a two-cent-a-mile basis would materially stimulate commercial traveling, and would, as a corollary, have a salutary effect upon unemployment and general business. What is more important to the railroads themselves, it would (through the orders these men would sell—and there would inevitably be some business) create freight and express traffic, thus helping to alleviate the acute condition of the roads that are suffering so severely from lack of income from these sources.

PERSONAL selling is needed now as it hasn't been needed for years. Dealers and jobbers need the heartening stimulation of warm, human contact.

with the manufacturers they represent. They need sales, merchandising plans, new and better products, and all.

The railroads have been slow to recognize a great potential year-around market for passenger business to be had through such rate reductions as will encourage manufacturing executives to put more men back in the field. They have chosen to believe that salesmen *merit* ride, and have received their special rates, for vacationists and week-enders—who represent, after all, mostly one-time business.

This stupid policy has thrown many salesmen into the unemployment ranks and has surely and inevitably cut off thousands and thousands of tons of freight-haulage business for the railroads.

THREE isn't a sales executive in the country who wouldn't put men back on the road if he could be shown that it would be possible to operate at an overhead that would allow the men to make their own expenses plus even a little bit of profit for the company. For territories have lain fallow now for many months and before any reasonable volume of business can be pulled out of them again it will be necessary to do weeks of personal missionary work to rebuild old contacts. Now is the time that work should be done—not after Labor Day, when there is a tendency toward a normal resumption of routine activity after the summer's slack.

Commodity business must recover before the railroads in red will get out of the red and those in black will restore their profits to adequate proportions. Mileage books will help directly and effectively to achieve that end.



Would your company put more men back in the field if railroad rates for salesmen were cut to two cents a mile?

The editors of Sales Management will welcome expressions of opinion from sales executives on the subject. Address the Managing Editor, Sales Management, 420 Lexington Avenue, New York City.

Rate 2.7 Cents per Mile; New Plan Effective February 1; Baggage Limit Raised to 300 Pounds; Eastern Roads Expected to Follow Immediately

It was this editorial which appeared in SALES MANAGEMENT for July 15, 1932, that gave such startling impetus to the discussion of the need for reviving the scrip book plan for salesmen and other quantity travelers. No longer a matter of minor interest to be limited to occasional blasts in the direction of the railroads from salesmen's associations it quickly attained nation-wide interest under the leadership of this magazine.

SCRIP books which will cut the cost of traveling salesmen in the entire western territory at least 25 per cent, will be offered by the western railroads beginning February 1, 1933. This action was announced last week by Chairman H. W. Siddall of the Trans-Continental and Western Passenger Associations. As SALES MANAGEMENT goes to press, eastern lines are still considering the proposal as applied to their section of the country. While passenger association officials would make no direct statement, there is substantial evidence for belief that the eastern lines will match the plan of the western group.

The scrip books announced by the Trans-Continental and Western Passenger Association will be available in denominations of 2,000 and 3,000 miles; will carry a time limit of one year, and will be interchangeable. The rate will be 2.7 cents per mile.

Railroads Can Offer Reduced Rate Mileage Books—Will They?
Aug. 1, 1932

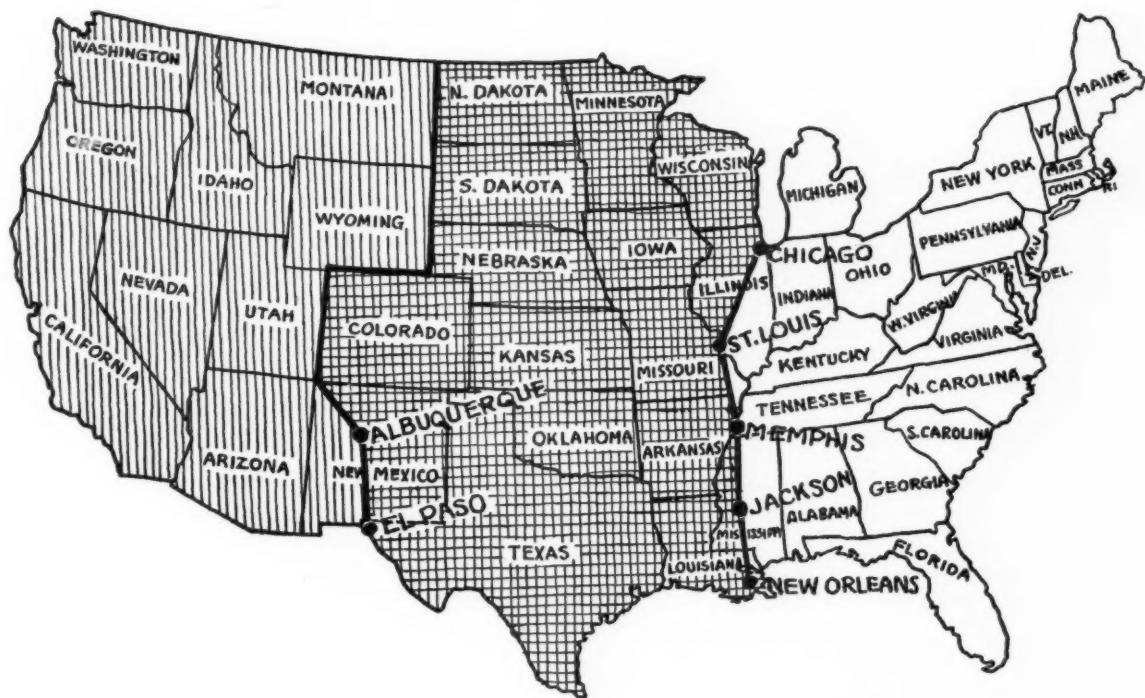
Rail Associations Say They Will Consider Rate Action
Aug. 15, 1932

Mileage Book Proposal to Get Hearings by Road Officials
Sept. 1, 1932

More Letters Cite Urgency for Salesmen's Mileage Books
Sept. 15, 1932

Mileage Book Action Near, Officials Tell Sales Management
Oct. 10, 1932

How SALES MANAGEMENT carried on the scrip book fight: with each article were printed dozens of pointed statements from company officials who explained how seriously the war-time rates were hampering sales activity.



The new 3,000 mile scrip books will be good anywhere in the shaded areas. The 2,000 mile books will be honored in the central zone shown by the double cross-hatching. Tickets are interchangeable on all railroad lines.

—or 25 per cent less than the present rate. Thus, the 3,000-mile books will be sold for \$81; the 2,000-mile books for \$54.

The 3,000-mile book will be good anywhere west of a line running from Chicago through St. Louis, Memphis, Vicksburg and New Orleans, these cities being included.

The 2,000-mile book will be honored on the same eastern boundary, but will be limited on the west by the territory bounded by El Paso, Albuquerque and the States of Utah, Wyoming and Montana.

The books are non-transferable, being good only for the person to whom they are originally issued.

An important new feature of the mileage books, as contrasted with those in effect some years ago, is the "upping" of the baggage limit to 300 pounds instead of the usual 150 checked without extra charge—a boon to sample-carriers.

This action on the part of the western lines should be a material help to the sales executives who have found traveling costs in the "wide open spaces" too high to permit adequate coverage.

A company, for example, that now has 50 men in the western area, covering an average of 30,000 miles yearly, has been paying \$54,000 for railroad fare exclusive of Pullman accommodations. The new rates will cut this expense to \$40,500. Some of the savings made possible by the

new scrip books will undoubtedly be put back into marketing activity through more frequent coverage of territory, or through the addition of new men or the replacement of old men in sections where the previous high rates forced withdrawals.

Territory boundaries as used by individual concerns should be checked carefully with the eastern limits of the new scrip book area. Men who travel both east and west out of St. Louis should have their territories and routes so arranged that they will have a minimum of 2,000 miles west of the city. In this way they will earn the 2.7 cents per mile rate. In other words, it would in most instances be foolish to cover bits of the territory lying *west* of the Chicago-St. Louis-New Orleans line, by men whose territories lie largely *east* of this line. For, if the mileage is less than 2,000 miles per year, they will be forced to pay 3.6 cents per mile, whereas a man covering the same territory out of St. Louis or Kansas City, for example, could do so for 2.7 cents per mile.

If the scrip book privileges are extended into the eastern territory, as we confidently expect them to be at an early date, these rules will of course require some alteration in the light of whatever rates and rules the eastern lines may establish for quantity mileage. Even should the eastern passenger associations approve a schedule of rates similar to the western plan, it would probably be two months before

it would be effective. At least 30 days' notice must be given the Interstate Commerce Commission.

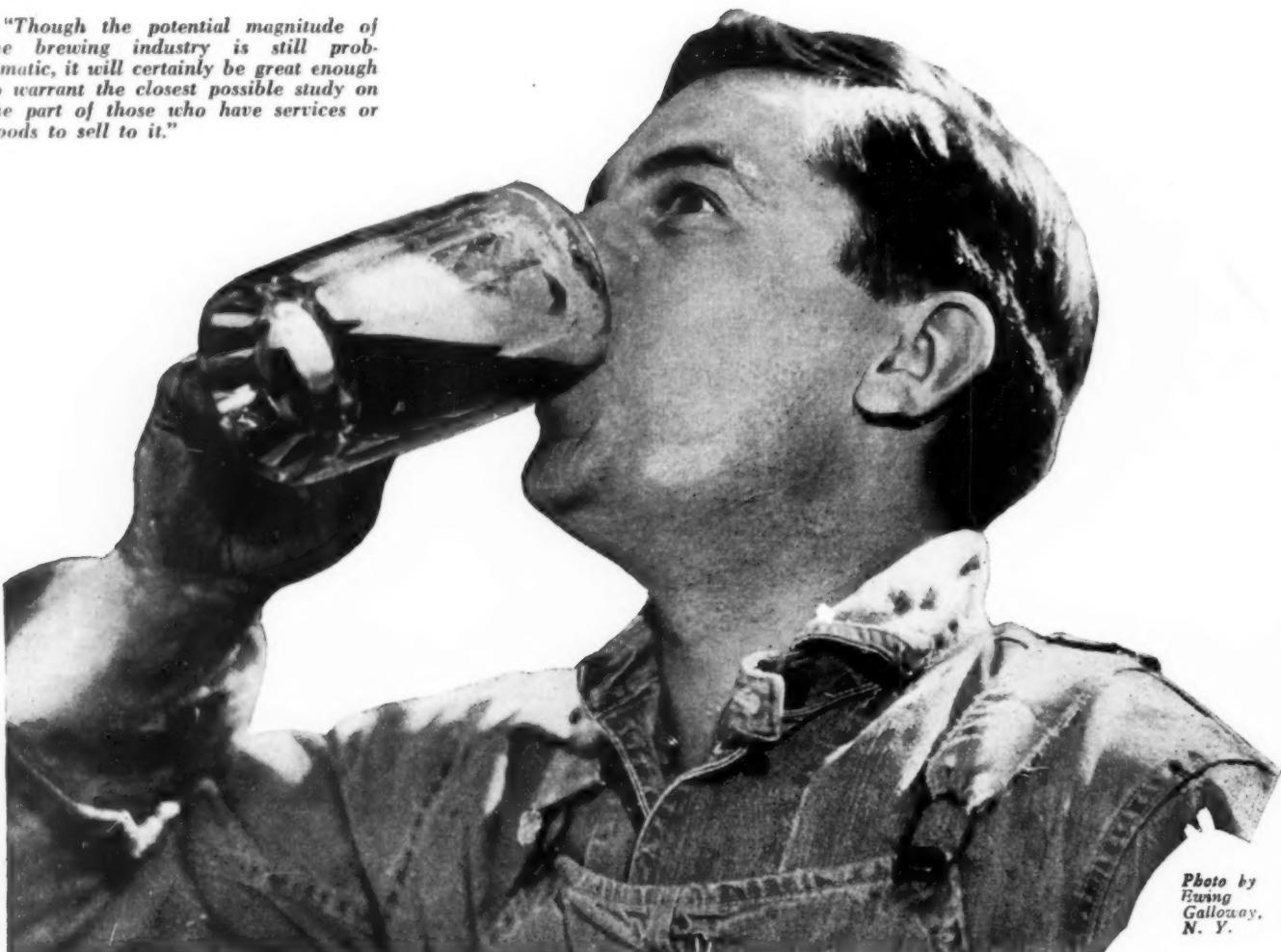
It was on July 15 of 1932 that SALES MANAGEMENT printed a special editorial, "Wanted: Special-Rate Mileage Books for Salesmen," reproduced on the facing page. In this editorial, and in five subsequent articles,* it was pointed out that the war-time rates of 3.6 cents per mile have held selling costs at such a disproportionately high level that many salesmen were taken off the road entirely, many territories were evacuated, and many others consolidated. By thus obstructing and crippling personal sales activity in the field, these rate policies not only contributed to the generally depressed condition of business, but aggravated unemployment and robbed the railroads of thousands of tons of freight haulage business which they might have had. We especially emphasized this phase, since salesmen are the creators not only of orders for their own firms, but of freight business for the roads.

At the time these articles were printed, hundreds of letters poured into the SALES MANAGEMENT offices from company executives in all lines. Many of these were printed. The

(Continued on page 33)

*These articles, the headlines of which are reproduced on page 14, appeared in the issues dated August 1, August 15, September 1, September 15 and October 10, 1932.

"Though the potential magnitude of the brewing industry is still problematic, it will certainly be great enough to warrant the closest possible study on the part of those who have services or goods to sell to it."



*Photo by
Ewing
Galloway,
N. Y.*

Beer—A New Billion Dollar Market?

AND what has become of the other thousand or more breweries that thrived in pre-Volstead days, but which are no longer in production? Dr. DuPont, dean of the Wahl-Henius Institute of Fermentology, Chicago, estimates "that at least 50 per cent of them have been entirely abandoned, necessitating a complete replacement of plant and equipment." And, further, "that the larger percentage of those still in existence will require extensive modern-

ization before they can compete in the new market for brewing products."

Consider the rebuilding or rehabilitation of over 1,000 plants which, in 1914, had an average valuation of over \$600,000 each. And then add to this the additional equipment which modern practice says is essential if beer is to be produced in a competitive market. There lies a portion of the market in that new brewing industry.

Executives interested in reaching the new brewing industry will, of course, desire considerable information regarding the location of this market, what it will purchase, how it will buy, etc. First, let us consider the location of the market.

(Part I of this article appeared in *SALES MANAGEMENT* for December 15. It covered the major marketing aspects of the brewing industry, especially as related to the problems of those who have services or equipment or supplies to sell to that industry.)

The following states have laws which, as a modification of the Volstead law, will permit the manufacture and sale of beer in the United States, will automatically permit the manufacture and sale of such a product within the state boundaries. As a matter of interest, beer production figures for 1914 are shown for each of these states (production data through the courtesy of H. S. Rich & Company, publishers of the *Western Brewer*):

Barrels

New York	14,040,387
Wisconsin	5,278,989
Montana	288,247
Rhode Island	691,734
Massachusetts	2,521,618
Maryland	1,177,744
Nevada	17,580

Michigan	2,113,494
North Dakota
Washington	965,562
Colorado	374,853
California	1,390,890
Oregon	212,276
Connecticut	786,272
Louisiana	524,965
New Mexico	8,637
Pennsylvania	8,008,786
Missouri	4,142,160
Arizona	21,235

In addition, the states of Illinois and Ohio have, at this writing, plans for a modification of their laws to place them in the above classification. Their production was 6,987,568 and 5,147,419 barrels, respectively.

These states represent approximately 60 per cent of the country's population whereas in the years immediately prior to Prohibition, in 1919, but 48 per cent of the population lived in states where beer was legalized.

To the layman, technicalities of malting and brewing practice are non-essentials with which he need not be burdened. Every executive seeking a possible market for his products in this industry should, however, have a knowledge of the fundamentals of malting and brewing practice. Without this he will be handicapped in studying this market and applying his equipment, supplies or services where they may be most universally adapted.

Briefly, the raw materials of brewing consist of extract-yielding materials such as sugar, dextrines, hops, etc., and starch-containing materials, such as malted barley, raw corn and rice. Malted products play such an important part in brew practice and are used in such quantities that a separate phase of the industry has developed into the malting of grains, principally barley. The other raw material of prime importance is water, which must be of just the proper degree of hardness and possess chemicals in varying degree.

Malting, done in the malt house, consists of "steepage" of the grain, or the "wetting down" process by which quantities of water are added to uniform layers of the barley. This is followed by "germination," a period which promotes the growth of micro-organisms and which entails frequent movement of the malting product as well as accurate control of temperature of the grain and air conditions over the product. This part of the process of germination is stopped by passing the grain into drying rooms, which is termed "kilning."

In the brewery proper, which may or may not possess its own malt house, there are three main divisions exclusive of the bottling or racking (keg-

ging) rooms. These are the elevators or mill house in which the malted and raw grains are stored, the brew house and the cellars.

Malt passes from the storage bins in the elevator to the crusher mill which prepares it for cooking, then into a scale hopper where a "tun" or batch is carefully weighed. From the hopper it passes into a cooker, usually a steam jacketed tank where it is mixed with a certain amount of water. From the cooker the mixture goes into the mash tub, where cooking and mixing are carried still further, and then into the larger tub, where the wort (liquor) is filtered from the solids by means of a suitable false bottom in the tank. From the tub the batch goes to the brew kettle, where hops and other ingredients are added. After the required time in the brew kettle, the brew passes through another tank known as a hop jack, which removes the hops and other solids then in the brew.

The brew is now ready for the cellars or vats. Here fermentation is carried on, the beer is ripened, clarified and filtered and finally carbonated prior to bottling or placing in kegs for shipment.

So much for a hasty explanation of the processes of malting and brewing. Some of the more important equipment has been mentioned in passing. Now for a similarly brief résumé of certain advancements in the art of brewing and a discussion of the equipment which this industry requires.

Mr. C. A. Nowak, editor of *Modern Brewery*, calls our attention to certain improvements in brewery practice which have opened up a market for new equipment. As the new industry gets under way this equipment, as well as other types, will be required to modernize and equip breweries so that they may produce beer of the desired quality at lowest possible cost. One item affecting costs is, of course, the matter of time required. Equipment which will aid in the reduction of time required for producing beers of

required quality will always be in demand.

Among those items mentioned by Mr. Nowak are: "Improved mechanical refrigeration systems, air conditioning equipment for proper ventilation and control of the temperature and humidity, modernized power plants with full utilization of low-pressure exhaust steam, non-corrosive glass and alloy-lined tanks, mechanical carbonization equipment, improved filtration equipment for the cellars and the possibilities of applying this equipment to the brew house in place of the batch straining methods now used. . . . And in addition are the auxiliaries, such as improved conveying machinery, recording and control instruments, etc."

Like any other industry of large size and many ramifications, the brewing industry requires supplies, equipment and services of an extremely diversified nature. It would be practically impossible to list all of the items which could be sold to the industry. However, an attempt will be made, for the sake of simplicity, to list those more important products for which there will be found a ready market.

It should be in order, too, to mention at this time that the same sort of cooperative effort that has proven so successful in countless cases of industrial selling to other industries will prove equally helpful when selling the brewing industry. Research and service will pay dividends as quickly here (and perhaps even more quickly) as it has for manufacturers working in other fields. There is much to be accomplished in building this new industry and in a certain sense the market potential for many products and supplies will be dependent upon the aggressiveness with which the executives of manufacturing companies attack this new field with its peculiar problems.

A partial list of equipment and supplies which the industry will require is printed on page 35.

In addition there will be needed the generally recognized mill and factory supplies, as well as numerous other types of machines which will be developed—many perhaps as a direct result of that cooperative effort we have mentioned in a preceding paragraph. As a typical example of what may be expected in the development of an industry within an industry, may be cited the example of the cooperage of kegs and barrels. Prior to prohibition the major outlet for coopers' products was the brewery field. Today the cooperage industry has not regained this lost ground; but with a return of

(Continued on page 35)

Part II
of an article in two parts

B Y
W. F. W E B E R

Marketing Counselor

Camels—A Hard Times Product That “Didn’t Have a Chance”

If there ever was a product that was not born with a silver spoon in its mouth, that product was Camel cigarettes, first introduced to smokers in the heart of the 1914 slump. Then, as now, while all the defeatists were condoling with one another about the uselessness of doing anything “until conditions improve,” somebody with the spirit of enterprise won a firm foothold for a product that is now one of the giants of a giant industry.

Read these excerpts from an article which appeared in *SALES MANAGEMENT* for April, 1921, during months when the public psychology was amazingly similar to that revealed during the past two years. The title of the article was “They Didn’t Know It Couldn’t Be Done.”—THE EDITORS.

LAST summer, when sales began to slump, many organizations crawled in their shells and began waiting.

“We’ll not do anything until after Labor Day,” said one. Another was going to wait to see how the election came out. When the election was over, they waited until after the first of the year. In January they decided it would be best to wait till Harding was in the Chair. Now what are they waiting on? For the annual May Day strike which never materializes, or the 4th of July?

There are so many sales managers hypnotized by the wait-and-see bug that a glance at a merchandising feat that was carried out in 1914 during the dullest period most of us remember will do everyone good. A salesman who was with a competitive concern tells the story.

“It was in the early fall of 1914 in Memphis. Half a



... now, as then, there are golden opportunities in selling for those who have courage and vision and energy.

dozen salesmen were gathered in my room. We were all afraid to open our mail, fearing that each letter would announce our severance from the pay roll. Cotton was about three cents a pound, and no market at that price. Bread lines, blocks long, were the rule in almost every large city. To break the dull monotony of hard times talk a fellow named Goldwire passed out a package of cigarettes to each of the salesmen present.

“Boys, here is a new cigarette—Camels—we’re going to put them on the market, hard times or no hard times. We’ve just got word from Winston-Salem that they must be sold, regardless.”

“We all looked over the package, smoked a couple of the cigarettes and wisely decided

that it couldn’t be done. The package was ugly—times were too hard. One salesman almost broke up the party when he said, ‘Huh! Reynolds’ couldn’t sell cigarettes in good times, now what do they think they are going to do with this ugly, yellowish-brownish package in times like these?’

“But they did sell Camels. Despite the dullest period the South had ever known, Camels went on the market with a bang. A salesman’s ability was judged by his Camel cigarette sales. In two weeks the trade was beginning to notice Camels. In a month it looked as if they were going to put it over. And in sixty days every competitor was lying awake nights seeing caravans of Camels. And in ninety days everyone knew Reynolds had scored another merchandising feat, and that they would be a factor in the cigarette business of the country.”

The incident goes to show that hard times mean little to a determined manufacturer who has a product, faith in it, and is willing to work for the business.

All over the country there are in every line of endeavor cer-
(Continued on page 40)

20 Plans that Inspire Men to Fight for Orders

Part II of an article in two parts

BY A. R. HAHN

Managing Editor, SALES MANAGEMENT

(Part I of this article appeared in *SALES MANAGEMENT* for December 15. It described the honor awards plans being used by the Chemical Specialties Division of E. I. du Pont de Nemours & Company, Colonial Stove Company, Todd Company, Owens-Illinois Glass Company, Yawman & Erbe, Fuller Brush Company and others.)

THE Lincoln National Life Insurance Company of Ft. Wayne has one formal citation for "The most valuable producer of the company for the year." The winning man's name is carved in the limestone wall of the main entrance lobby at the home office in Ft. Wayne, under a suitable inscription.

During the first twenty years of the company's history the honor award was given to "The Largest Producer of the Company." During the second twenty years, the award has been changed to read as given above. The award is now made on the basis of (1) The amount of business written by the salesman, and (2) The persistency rate or conservation quality of his business in the past.

"In this fashion a big producer who follows high-pressure methods which result in a large lapse never stands a chance of winning this award," F. L. Fisher, advertising manager, explains. "Men who qualify must naturally have quality as well as quantity in their business. . . . From the very day of its inception this award has stirred a great deal of activity among the higher brackets of Lincoln Life salesmen."



Goodyear's "Litchfield Medal" for all-around sales achievement is a highly coveted honor in that organization, because the man who wins it is almost sure to be singled out for advancement. The award is named after the company's president.

The Hoover Company, North Canton, Ohio, is another company which uses both honor awards and merchandise prizes in short-period contests. Among the managers a certain number are selected each month for a "Hall of Fame." Salesmen who contact consumers compete for the honor of becoming "Maximen." Usually 100 men having the best records for the year are considered as having qualified for this honor. Upon qualifying for the first time they are awarded a bronze medal; a second qualification (not necessarily in consecutive years) entitles them to a silver medal, and a third qualification, to a gold medal. When qualifying for additional honors, gold bars are added to a ribbon which is attached to the original gold medal.

An insignia ring is the award which goes to Pontiac salesmen who do an outstanding job. In January of each year Kraft-Phenix Cheese Corporation gives a loving cup to the salesman in each division who shows the largest percentage of increase in sales of Philadelphia Cream Cheese. Skelly Oil Company has a small charm made in the shape of an oil well, with the Skelly insignia, as an award for merit. Hygrade Sylvania Corporation recently offered a fine Elgin watch to the man who, in an open competition, sold the most test meters to dealers. The watch went to W. E. Cooke, of the Los Angeles office, who placed 200 meters in ninety days. The Flintkote Corporation favors trips to the

factory as rewards for sales achievement. Air-Way Electric Appliance Corporation has a "degree" plan of awards.

These are summarized by T. Russ Hill, vice-president in charge of sales:

"1. A silver pin for twelve sales in one month and admittance to our Junior 100% Club.

"2. A gold pin for twenty sales in one month and admittance to our Senior 100% Club, plus \$25 in gold.

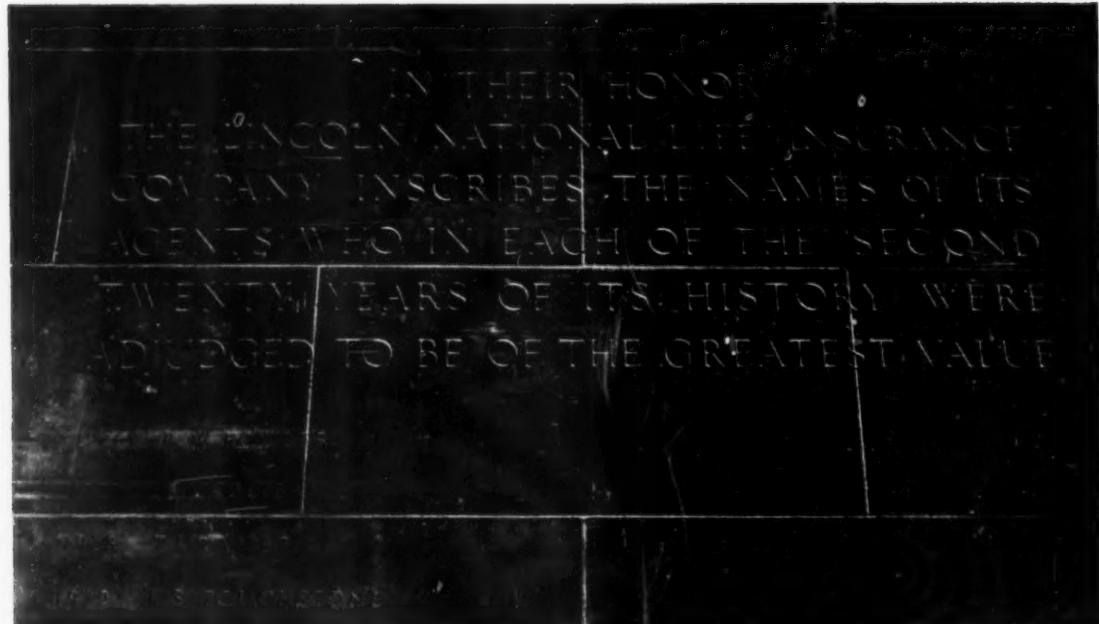
"3. A single diamond star is attached to the original Senior 100% gold pin every time a salesman sells twenty machines a month after he has made his original pin and he also receives \$25 in gold.

"4. A pearl pin goes to the salesman who sells forty machines in one month, plus \$50 in gold.

"5. A mixed jeweled pin goes to the man who sells sixty machines in one month and \$75 in gold.

"6. The salesman in our entire organization who breaks the previous monthly record, gets a Willys Six coupe. He must sell over sixty-five machines in a month to do that and also must sell more than the highest number of machines sold in any one month during the year by any other salesman. So far this year we have had six men win this award during the ten months in which it has been running.

"In addition to the above awards, we have an 'Ace Board' which is a permanent affair in our home office and also in every branch. This 'Ace



The name of the man chosen "the most valuable producer for the company for the year" for the Lincoln National Life Insurance Company, is carved in limestone in the wall of the lobby of the company's home office. On the opposite wall are the names of the agents who won this honor during the first twenty years of the company's activity.

Board' contains the photograph of every man who broke the monthly record during the year and a statement of his earnings. Naturally, it is unusual recognition for men to get their pictures on this board, which is framed and mounted permanently in all branches. We are operating 4,000 dealers and usually there are from six to eight men who make this board."

H. M. Haut, vice-president in charge of sales, furnishes information about a somewhat similar plan used by the Valvoline Oil Company, as a part of its regular sales plan. Here is the way sales ability is recognized by this organization:

Quota Makers: Quotas are given our salesmen at the beginning of the year, and to all those men making their quota for the first six months of the year and the last six months we give a blue tie and a check for \$25 semi-annually.

100 Point Club: In addition to the quota prize and blue tie, every salesman whose average sales on lubricating oil and grease are \$1,500 per month over a period of six months, receives a check for \$25 and a bronze pin reading 'Valvoline 100 Pointer.'

150 Point Club: In addition to quota prizes, every salesman whose average sales of lubricating oil and grease are \$2,000 per month for a six months' period, receives a check for \$50 and a silver pin reading 'Valvoline 150 Pointer.'

200 Point Club: In addition to

the quota prize, every salesman whose average sales of lubricating oil and grease are \$2,500 per month for a six months' period, receives a check for \$75 and a gold pin reading 'Valvoline 200 Pointer.'

"250 Point Club: In addition to the quota prize, to every salesman whose average sales amount to \$3,000 a month for a period of six months, we award a check for \$100 and a gold pin reading 'Valvoline 250 Pointer.'

"For any salesman earning the same point club more than once, his point club pin is set with a stone each time the same point club is won. Provision is made in each pin to accommodate four stones, so that if the point club pin is won five consecutive periods, it is a merit badge of real distinction. The stones set in these pins are as follows:

"100 Point Club—emerald; 150 Point Club—ruby; 200 Point Club—sapphire; 250 Point Club—diamond.

1,000 Point Club: To the division manager who is the most efficient from the standpoint of profit, good management, increased sales, collections and good merchandise record, we award a check for \$150 and a beautiful silver loving cup, engraved with his name, showing that he has made the 1,000 Point Club. In order to win it as his permanent possession, it is necessary for him to win it twice in succession or three times intermittently. The winner is determined by our board of directors, and for the

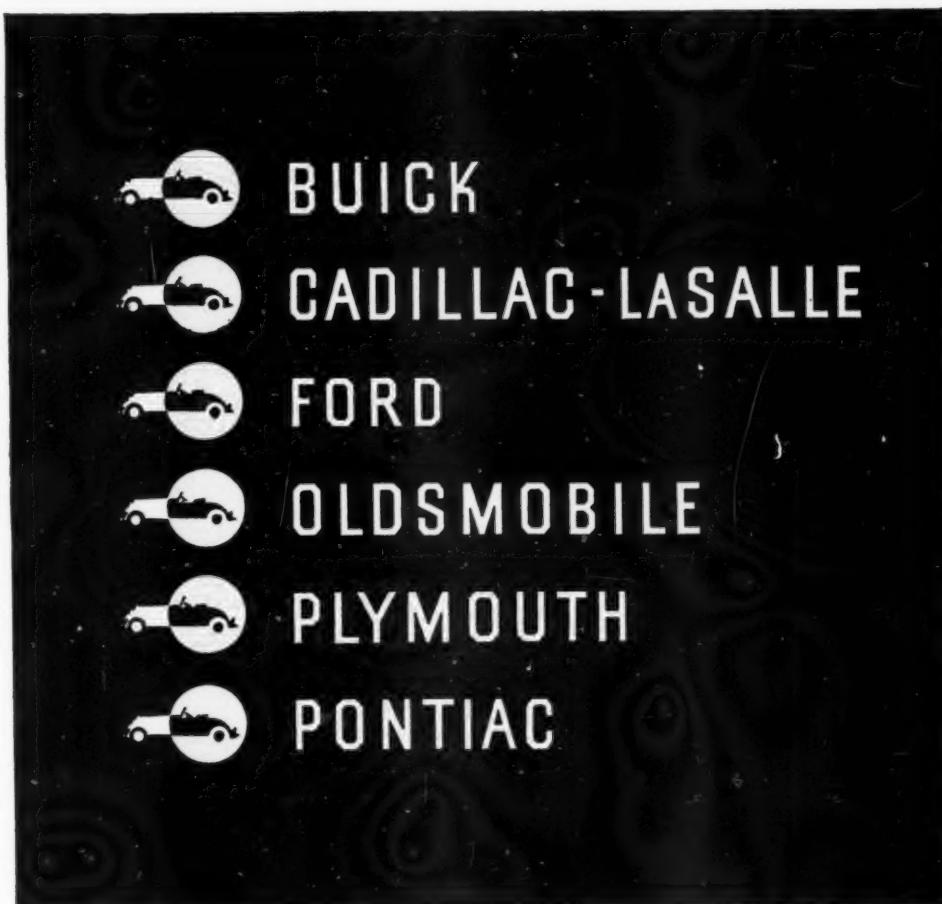
first six months of 1932 the loving cup was won by our Atlantic division manager."

Any number of sales executives pointed out the dangers of basing honor awards on sales volume alone. It will be noted that almost all of the plans described in this article stress other points of achievement as well as total sales.

One champion of the point system for credits in competition is Champ S. Andrews, vice-president and sales director, National Folding Box Company. He says, "Whatever the scheme, it seems to me the point method is the best, because it gives a great many different objectives and a salesman who is not particularly good in some one objective may be good in some other. I know of no sales department where there are not a great many different objectives that are desirable, such as larger volume, larger volume of more profitable lines, larger sales to customers with no credit loss, larger number of new accounts opened, larger number of former accounts restored to activity, and so on. A salesman might make a very good record in one or two of these and be very poor in others, yet he would be entitled to some credit under a point system."

Another vice-president pointed out an experience his company had had in making an award some years ago where sales volume was the only measuring stick. "I can truthfully say that

(Continued on page 39)



..... all use "WHERE TO BUY IT" to identify dealers and service stations throughout the nation

BECAUSE

"Where to Buy It" is especially valuable to industries

that sell or service through selective or exclusive retail outlets. The automotive industry is one. Others, using "Where to Buy It," include: refrigerators, insurance, paint, radios, shoes, coal, office equipment.

"Where to Buy It" is valuable to these industries because it makes dealers easy to find. Thus it makes advertising more effective, it minimizes substitution, it increases sales.

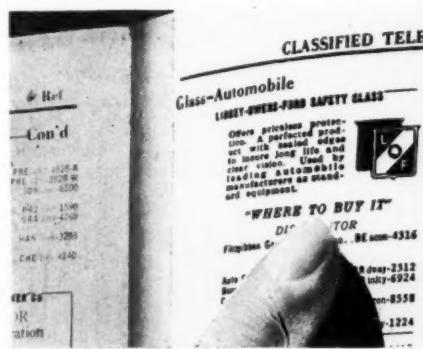
Here is how it does this: Authorized local dealers are listed in *classified telephone books*—under the brand name of the advertised product or service. To locate the nearest authorized dealer, a prospect need only know the trade name of the product or service he wants.

"Where to Buy It" closes the gap between national or sectional advertising and the consumer. It does this even more effectively if your advertising specifically

refers to your local listings in classified telephone books.

Investigate the advantages of this service. An inquiry will bring full facts about costs, coverage, dealer tie-ups.

Address: Trade Mark Service Manager,
American Tel. and Tel. Co., 195 Broadway,
New York (EXchange 3-9800)—or 311 West
Washington St., Chicago (OFFicial 9300).



The allied field of accessories and supplies is represented in "WHERE TO BUY IT" by such names as the following:

EXIDE GOODRICH GOODYEAR HOOD LIBBEY-OWENS-FORD LOCKHEED MILLER MOBIL-OIL NATIONAL BATTERY RAYBESTOS

Industrial "Flying Wedge" Wins \$105,000,000 of New Business

HERE is a "buy now" campaign that works. The National Committee on Industrial Rehabilitation, headed by A. W. Robertson, of Pittsburgh, and directing a force of 2,000 executive salesmen in district and local groups throughout the country, has been instrumental in the last four months in selling more than \$105,000,000 of additional industrial equipment, an increase of 50 per cent over the \$70,000,000 reported in November.

This, it is true, is not a very large amount when compared with the nation's annual outlay of \$5,000,000,000 for capital goods in 1929. It is only one-twelfth of the present annual outlay, estimated at \$1,260,000,000. But the work of the movement as a "flying wedge" already has been a factor in halting the downward trend—in stabilizing and even in increasing industrial purchases; and in adding about 10 per cent to the number of workers on industrial payrolls.

This increased employment and buying power, it is believed, will be reflected in the re-employment of twice as many workers in the consumer goods industries.

The committee, however, is not selling by patriotic or humanitarian appeals. It is simply showing industrial executives the advantages of buying needed equipment now. It is presenting this equipment in terms not of expenditures but of savings, in present productive costs and in clearing the decks for action in the future.

The proposition is very selfish and practical.

Manufacturers and distributors are saying a lot to their prospects about the values available at today's prices. The Robertson committee brings this message right back to the manufacturers and asks them to apply it to their own plants. The committee, in fact, goes a step farther and proves that equipment is not only less costly to buy than it was three or five years ago, but that it usually performs its functions at lower cost—and performs them better. Inventors and engineers have kept right on thinking and developing—though many factories closed through failure of executives to keep abreast of them. And to the perennial burden of obsolescence has been added an exceptional burden of

depreciation. Most plants have not been maintained even at 1929 levels of efficiency. A lot of profits are going up in the smoke of wasteful methods.

The Robertson committee's job is to show industry that, though it may not become strong overnight, it should at least take advantage of the remedies which the last three years have brought into being. For companies to do less than that, Mr. Robertson believes, is suicide.

The movement, organized into committees and subcommittees in the twelve Federal Reserve districts, is carrying the message of modernization through personal interviews with executives, especially of the larger com-

panies. Most plants have not been maintained even at 1929 levels of efficiency. A lot of profits are going up in the smoke of wasteful methods. The Robertson committee's job is to show industry that, though it may not become strong overnight, it should at least take advantage of the remedies which the last three years have brought into being. For companies to do less than that, Mr. Robertson believes, is suicide.

ceeded to sell his own board on the investment of \$1,260,000 in a new power plant. E. T. Weir, chairman of the National Steel Company, and vice-chairman of the national committee, showed his organization how it could spend \$900,000 wisely on improved facilities. And so on. The

Based on an interview by Lawrence M. Hughes with

A. W. ROBERTSON

Chairman of the National Committee on Industrial Rehabilitation and Chairman of the Board, Westinghouse Electric and Manufacturing Company.

panies. Its nature is fact-finding and fact-presenting. In all major respects it is a well-rounded sales organization, even though it does not recite the virtues of specific brands. In this respect, in fact, it may be able to do a better sales job than some private organizations. It talks to the prospect wholly in terms of his needs and advantages.

The national committee's first job was to sell the 2,000 various committeemen—their own sales force—on the idea. This meant more than mere expressions of approval and promises of cooperation in selling other executives: it meant that these executives would try to sell their own organizations. "If we don't think enough of the plan to try it on ourselves—in our own plants," Mr. Robertson told them, "we'll have a tough job with the others."

So, on practicing the preachers of modernization, the plan proceeded. Mr. Robertson is also chairman of the board of Westinghouse Electric & Manufacturing Company. He pro-



A. W. Robertson

largest modernizer at this time is the American Telephone & Telegraph Company, committed to an investment of \$35,000,000. Standard Oil Company of New Jersey is spending \$20,000,000. But Mr. Gifford and Mr. Teagle, for all their interest in philanthropy (both are active in national re-employment work), had to show their directors a lot about the *value of modernization now*.

The same practical arguments were used with effect on Pacific Gas & Electric, Bogalusa Paper, Continental Oil, Pittsburgh Plate Glass, Allis-Chalmers, Homestake Mining and other companies which are now spending from \$100,000 to \$1,500,000 each to save costs for the present and to build for the future.

"We have checked up carefully to insure that this money actually is being spent," Mr. Robertson explained to this magazine. "We are releasing

(Continued on page 38)



ONE NEWSPAPER WILL SELL THIS MARKET FOR YOU...

The Indianapolis News will sell the Indianapolis Radius for you, profitably and economically.

The Radius includes the city of Indianapolis and the territory surrounding it for approximately 70 miles in all directions . . . contains all or parts of 56 counties, with a total population of two million . . . 92 per cent of the two million consumers are native-born white and 98.7 are literate . . . they are unified by common customs and mutual interests . . . they enjoy widely distributed purchasing power drawn from diversified sources . . . they maintain standards of living on a high average level.

The Indianapolis News will provide a balanced coverage of this market for your advertising. In Marion county, the heart of the Radius, more than 4 out of every 5 families take The News and 97 per cent of The News circulation is home delivered. The Indianapolis News in its 64 years has built reader confidence and respect of the highest order . . . and for 38 consecutive years has carried more advertising linage than any other newspaper in Indiana. Its long record of productivity proves that The Indianapolis News is equipped to sell this market . . . ALONE.

THE INDIANAPOLIS NEWS

SELLS THE INDIANAPOLIS RADIUS

New York

DAN A. CARROLL, 110 E. 42nd Street

Chicago

J. E. LUTZ, 180 N. Michigan Avenue

November's Dominant Window Displays

Check marks (✓) in city columns indicate the manufacturers whose window displays appeared in sufficient numbers to gain dominant attention in the city. The list is selective, representing the most active accounts.

DRUGS

Armand Cosmetics	
H. H. Ayers Cosmetics	
Bauer & Black Products	
Bayer's Aspirin	
B. C. Headache Remedy	
Bourjois Cosmetics	
Boyer Cosmetics	
Bromo Seltzer	
Burma Shave	
Colgate-Palmolive-Peet Products	
Coty Cosmetics	
Creolin	
Creomulsion	
Cutex	
Virginia Dare Wine Tonic	
Ex-Lax	
Feenamint	
Richard Hudnut Products	
Iodent Toothpaste	
Ipana Toothpaste	
Kleenex	
Kolynos Toothpaste	
Kotex	
Lanteen (Birth Control)	
McKesson Products	
Mentholutum	
Mercirex	
Noxzema	
Parke Davis Products	
Pertussin	
Phillips Milk of Magnesia	
Pluto Water	
Pond's Cream	
Rem	
Renault Wine Tonic	
St. Joseph's Aspirin	
Sal Hepatica	
Dr. Scholl's Foot Remedies	
Squibb's Products	
Dr. West's Products	

TOBACCO

Antonio y Cleopatra Cigars	
Camel Cigarettes	
Chesterfield Cigarettes	
Cinco Cigars	
Cremo Cigars	
Edgeworth Tobacco	
Granger Rough Cut	
Havana Ribbon Cigars	
Lucky Strike Cigarettes	
Old Gold Cigarettes	
Prince Albert Tobacco	
Spud Cigarettes	
Union Leader Tobacco	
Velvet Tobacco	
Wings Cigarettes	

CANDY, BEVERAGES

Canada Dry Ginger Ale	
Coca Cola	
Nestle's Candy	
Nunnally Candy	

GROCERIES

Blue Ribbon Malt	
Del Monte Canned Goods	
Kellogg's Products	

MISCELLANEOUS

Colgate-Palmolive-Gem Comb.	
Gem Razor & Blades	
Oronite Products	
Puritan Anti-Freeze	
R. C. A. Radiotron Tubes	
Westinghouse Elec. Appliances	

TOTALS

	Atlanta	Baltimore	Birmingham	Boston	Buffalo	Charlotte, N.C.	Chicago	Cincinnati	Cleveland	Columbus	Denver	Des Moines	Detroit	Houston	Huntington, W. Va.	Indianapolis	Jacksonville, Fla.	Kansas City	Little Rock	Los Angeles	Louisville	Memphis	Miami	Milwaukee	Minneapolis	Nashville	Newark	New Haven	New York	Oklahoma City	Philadelphia	Pittsburgh	Portland, Ore.	Providence	Richmond, Va.	St. Louis	St. Paul	Salt Lake City	San Francisco	Seattle	Spokane	Toledo	Washington, D. C.	TOTALS
	16	15	20	23	30	10	26	19	29	18	18	14	29	16	10	10	9	11	11	12	13	19	7	20	22	19	11	14	15	14	39	18	18	11	13	19	22	9	19	13	10	9	16	716

Most Food Distributors Now Emphasize Profits Rather Than Volume

Sixty per cent of grocery product distributors, surveyed by the Associated Grocery Manufacturers of America, are now "predicating their merchandising plans upon profits rather than volume alone," Paul S. Willis of Comet Rice Company, New York, president of the association, pointed out in a letter sent recently to all grocery wholesalers and chains in the United States.

Eighty-seven per cent of the members of the association have reported to its Merchandising Committee, headed by A. C. Monagle of Standard Brands, Inc., progress in their efforts to improve distributors' profits since the program began in the fall of 1931.

Mr. Willis has also sent a copy of the committee's report to all member manufacturers and to all distributors. Each manufacturer is requested to forward copies of the report to "all of your salesmen ... tribute to this educational campaign by discussing the subject with their customers."

"Inter-distributor competition is the primary trade cause of profitless selling of grocery items," the committee found. This competition "can be traced to three underlying trade causes: 1. A difference in operating cost; 2. A difference in cost price of merchandise; 3. An excessive number of distributors."

The manufacturer "cannot in any way change the relative operating costs of the various forms of distribution.

That their growth has had a real effect on profitless selling, however, is best substantiated by the increase in profitless selling which has taken place with the growth of the chain store, voluntary chain and retailer-owned wholesaler."

To the difference in the cost price of merchandise, the committee points out that the "manufacturer contributes by at least the following practices: 1. Secret rebates; 2. Improperly devised and controlled deals; 3. Advertising allowance or other allowances which are disproportionate to the specific service rendered; 4. Improperly controlled or devised quantity discounts." The committee urged that AGMA members act to eliminate such practices.

"Obviously," it added, "any concerted action as to the elimination of distributors cannot be taken, but we do urge on all manufacturers the necessity of a careful, independent consideration of their direct customers' list."

General Mills Cake Drive Sells 26,000,000 Eggs

A one-week drive by General Mills, Inc., Minneapolis, on behalf of a 13-egg Betty Crocker angel food cake, sold 2,000,000 cakes, and caused the American public to consume 26,000,000 extra eggs, 1,500,000 extra pounds of sugar, and 531,000 extra pounds of flour, James F. Bell, president of the company, has announced.

The event, held during the week of November 27, was put over through the cooperation of several thousand commercial bakers. It was advertised on the back cover of the *Saturday Evening Post* and in two national radio programs. The bakers also advertised it in their local newspapers.

Salesbook Sales Soar: Somebody Is Selling

In proof of the fact that a lot of orders were taken by stores in 1932, the Baltimore Salesbook Company reports an increase of 25 per cent in sales in 1932, following an increase of 50 per cent in 1931.

The company, one of the largest devoted to rotary press printing, has spent \$250,000 in the last five years for machinery, and is now adding more.

E. J. Poag, for nine years sales promotion and advertising manager of Buick, has joined the Dodge Brothers Corporation, Detroit. For the present he will be attached to the office of A. VanDerZee, general sales manager. His title will be announced later.



This Virginia Dare display ranked high among the displays of November, receiving a dominant rating in 12 cities. It was created and produced by Einson-Freeman Company, Inc.

Tobaccos Hold Lead in Displays; Prince Albert Is Most Active

November showed an upturn in the field of point-of-sale advertising, with more advertisers using window displays as a medium, and increased activity in a greater number of cities.

The most widely distributed display was Reynolds' Prince Albert, closely followed by Liggett and Myers' Chesterfield, which has strengthened its competitive position during 1932. Other cigarettes, including Wings but excluding Camels, were among the leaders. American Cigar Company's Cremo, said to be the only low-priced

cigar to show a satisfactory upturn in sales around the holiday period, also was the only cigar to use displays liberally.

The Virginia Dare display illustrated above carries out a definite merchandising plan designed to broaden the market for the tonic. Instead of confining the appeal to the aged and the ailing, Fruit Industries, Ltd., Los Angeles decided to go after the well and the young. The company reports that sales have been stepped up materially where the display was used.

Stewart-Warner Attempts to Give Better Dealers a Better Chance

Stewart-Warner Speedometer Corporation, Chicago, has decided to hand-skim the cream of its radio dealers and to give them better cooperation, with the object of lowering sales cost in proportion to volume achieved.

The program is built around a Super-Dealer franchise, which goes to one dealer in each area who is supposed to have superior qualifications.

When a dealer has been chosen to get the franchise, and the protection which goes with it, he must agree to:

1. Give his sales force full and complete training for the demonstration and selling of Stewart-Warner "World Wide" radios;
2. Feature the Stewart-Warner radio line in his own advertising and concentrate his selling efforts on it;
3. Equip his store for the proper display and demonstration of the line;
4. Carry a representative stock at all times and keep it in attractive condition.

The Stewart-Warner distributor, on his part, agrees to:

1. List the dealer's name under the heading of Super Radio-Dealers in all his newspaper advertising;
2. Furnish and install without charge special Stewart-Warner short-wave reception antenna to insure the best possible reception in the store;
3. Give assistance in the proper training of salesmen;
4. Make available to the dealer outstanding advertising and display materials.

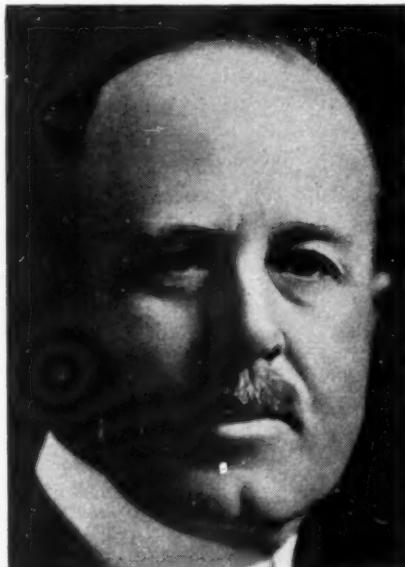
Elaborate booklets, carefully illustrated, have been prepared to stress the world-wide radio idea in presentations to prospects. A chart shows how the long-wave band, with its 53 channels, is reserved for government and commercial messages; how the broadcast band, 96 channels, is shown only to the average listener; how the short-wave band, 2,000 channels, is the territory just now being explored by the radio adventurer.

Then comes the explanation of the Magic Dial, a Stewart-Warner development, which automatically selects the ordinary broadcast band, the police call band, the band used by airplanes and ships for calls, and the amateur and foreign-station short-wave band.

Dealers are informed that while the merchandising of short-wave sets is in its infancy, much harm has already been done by uninformed and ignorant sales methods. The public has been led to expect impossible results.

It is pointed out that dealers must instruct their buyers so that they will get results and not disappointment; that they must not expect to get Java, the Straits Settlements or Sydney, Australia, at any hour of the day, whether they are broadcasting or not.

Each Super Dealer is entitled, among other things, to use a radio selling film in his store, called "Radio Magic."



Chief seller of soap

P & G Appoints Huff to Clean up Nation

Clarence J. Huff, new general sales manager of Procter & Gamble Company, Cincinnati, has been promoting Ivory soap and family since 1896. A few years previously he had joined the P & G organization as a clerk. After several years in the field as a salesman, and later territory manager, he was transferred to the main office in an executive capacity.

In 1927 he became sales manager of the case goods division. He succeeds, in his new capacity, the late Stockton Buzby.

Procter & Gamble, it is estimated, sells 48 per cent of the nation's soap products. Its nearest competitor is Colgate-Palmolive-Peet, with 25, and Lever Brothers, 14.

Collins Goes to Gimbel's

Kenneth Collins, who resigned recently as vice-president of R. H. Macy & Company, has been appointed assistant to Bernard F. Gimbel, president of Gimbel Brothers, Inc., New York. He will assume his new duties the middle of January.

Nation's Electrical Wholesalers Begin "Victory" Contest

Under the slogan "Victory in '33," some 2,000 electrical wholesaling establishments throughout the country have registered their salesmen in a series of monthly sales contests sponsored by *Electrical Wholesaling*, Chicago.

It is expected that 5,000 individual salesmen will participate.

A cash award of \$10 a salesman will be given each month during the year on all the lines of manufacturers in this field who sell through wholesalers and who enter the contest. Thus, the sponsor explained, "there are as many as 50 to 60 possibilities each month for wholesalers' salesmen to win separate prizes of \$10.

"As a measure of equality for both the large and small house the contest plans call for but one cash award on a single line being awarded to a salesman during a single contest. In other words, a salesman can win only one \$10 prize a month. Also, once a man has won first prize on a particular line, he cannot again win first prize on that same line during the following contests. He is eligible, of course, for a first prize on lines on which he has not previously taken first prize.

"Thus will these contests award the extra efforts of from 300 to 500 winning salesmen.

"At the end of the month, each competing salesman is required to send in the amount of dollars and cents that he sold for each of the manufacturers who have entered the contest. These amounts are compared with all other entries. Salesmen adjudged winners are the ones that sell the greatest amount for the month on any of the various qualified lines.

"All salesmen who compete are given a gold or silver coat emblem, with the inscription 'Victory in '33.'

"While the wholesaler benefits directly from the sales contests in increased sales and profits for himself," *Electrical Wholesaling* adds, "the manufacturer enjoys better sales from this extra effort. The manufacturer gets an additional benefit, however, in that the contests raise the interest of all wholesalers in the lines they handle. More complete sales data are sought by the wholesalers. Therefore, there is generated a rebirth of interest in the manufacturer's sales policies, product data and sales helps. The ultimate outcome for many manufacturers, we believe, will be the acquisition of additional distributors."

Living Memorials to American Industrial Achievement!



How do you show your appreciation for years of tireless effort . . . for extraordinary sales records or for really meritorious service to your Company?

Do you honor members of your organization with a pat on the back and a cordial "thanks, old man, you've done a fine job"? Or do you give them something TANGIBLE to carry with them through the years to come . . . to CONSTANTLY remind them of a task well performed and to stimulate their interest in the job that lies ahead?

Watches have long been considered the appropriate gift award—especially fine watches with a reputation for quality and performance. Hamilton Watches.

Yes, a great many industrial leaders have looked over the watches available and selected this great American timepiece. Hundreds of Hamiltons are given annually to employees who complete a stipulated term of service. Others give Hamiltons to salesmen and district managers who achieve unusual sales records, or as prizes in sales contests.

We suggest you use this method of strengthening the bond which exists between you and those who work with you towards success. The use of Hamilton Watches—of known quality and recognized standards of accuracy—will contribute greatly to the success of your service or sales plan.

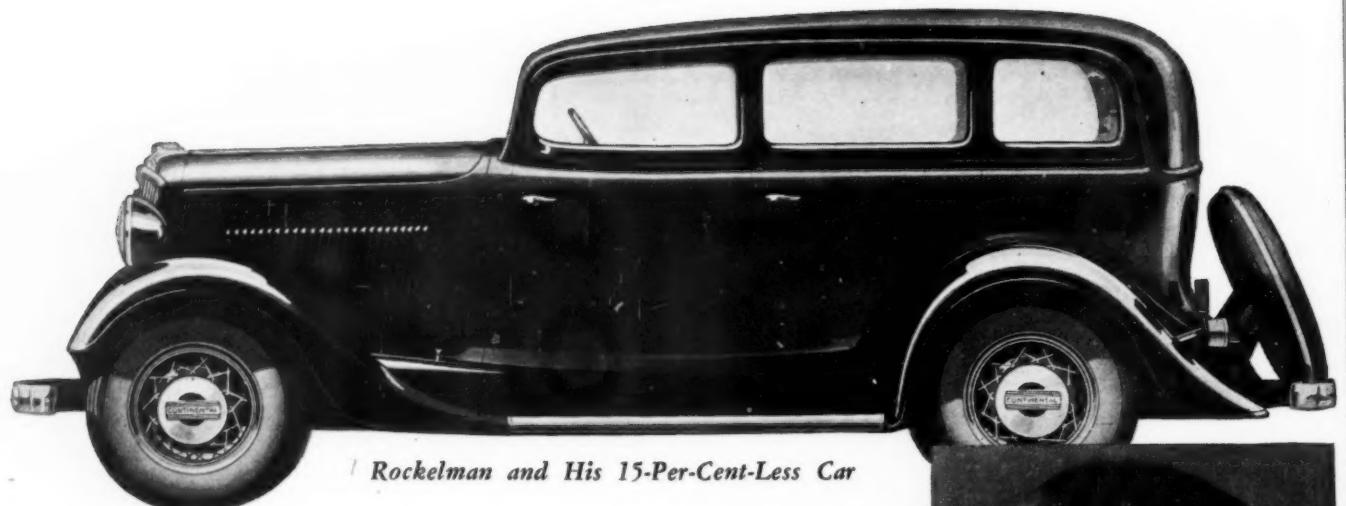
If you are considering the use of industrial awards, let your own local jeweler tell you more about Hamilton Watches. Or write direct to W. R. Atkinson, Sales Manager, Hamilton Watch Co., Lancaster, Penna., (giving the name of your jeweler or jewelers) for facts and figures which show how it can be done impressively—yet reasonably.

Here are a few representative industrial organizations who have used Hamilton Watches as service or sales awards: Cadillac Motor Car Co., Packard Motor Car Co., Franklin Automobile Co., The Willys-Overland Co., Buick Automobile Co., The Studebaker Corp. of America, National Cash Register Co., John B. Stetson Co., Frigidaire, Kohler Co., The Hoover Co., Industrial Brownhoist Co., Johns-Manville Corp., H. J. Heinz Co., International Business Machines, The Stanley Works, Pro-Phy-Lac-Tic Brush Co., The Meredith Publishing Co., The General Baking Co., The Fuller Brush Co., Sherwin-Williams Paint Co.

HAMILTON

The Watch of Railroad Accuracy

Hamilton is an American Watch—made in America by American workmen for all who value time!



Rockelman and His 15-Per-Cent-Less Car

Continental's "Direct Sales" of Motor Cars Will Employ Service Station "Dealers"

BY D. G. BAIRD

BUY a Beacon Direct from the Factory!"

Though this will be the slogan of Continental Automobile Company for its four-cylinder car, to be launched at the National Automobile Show in New York next week, thousands of automobile service stations will function as "Terminal Dealers" for the display, demonstration and service of the new product.

Department and furniture stores and other types of retail outlets also are expected to carry it.

The two new Continental sixes will be sold through a regular distributor-dealer organization.

In an interview with SALES MANAGEMENT, F. L. Rockelman, vice-president in charge of sales of the company, expressed the belief that the new method of selling the four will reduce the cost of distribution from 12 to 15 per cent, and produce a healthier condition in the industry.

"Must automobiles be displayed behind a front of marble and plate glass, in a setting of Oriental rugs and works of art?" Mr. Rockelman asked. "Must dealers make absorbent allowances on used cars in order to sell new ones? Is it necessary to employ retail salesmen?

"The answer to all these questions is, 'No!' The cost of distribution can and must be reduced. Retail salesmen can be eliminated, because most cars

are bought, not sold. A survey recently completed by a prominent publisher revealed that 76.7 per cent of car owners took the initiative in buying.

"We know that great quantities of goods of nearly all kinds are being sold through advertising alone. We believe that automobiles can be, too. But certain considerations peculiar to the product must be met. The prospect wants to see and drive the car before he will invest several hundred dollars in it. The cost of shipping single units would be prohibitive, and service must be provided.

"Two of these problems are met by turning to the 60,000 or 80,000 independent service stations that have weathered the crisis far better than automobile dealers have. They operate with low overhead. They have service facilities and adequate display space. Furthermore, the station owners know cars and their future depends on keeping cars in operation.

"We have already pre-selected these potential outlets and sent a questionnaire to about 58,000 of them. Within two weeks, we have received about 7,000 replies and others are still coming in at the rate of about 500 a day. Meanwhile, we have 38 men in the field, inspecting their facilities, considering their qualifications, and appointing the most desirable ones as 'Continental Terminal Dealers.' This



"No Works of Art"

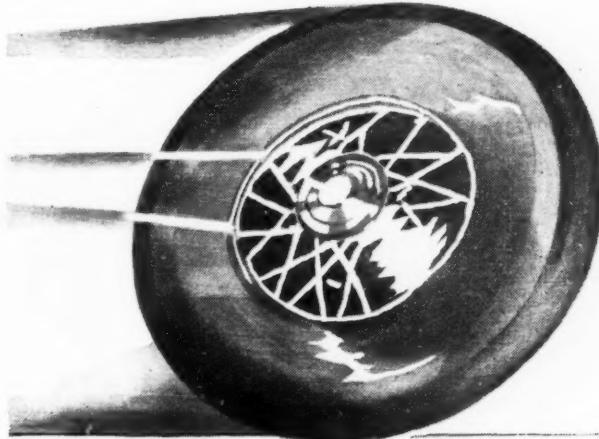
In contributing materially, as general sales manager, to the success of Ford Motor Company over a long period of years, and in helping to entrench Walter Chrysler's Plymouth in the last two years (he was president of Plymouth Motor Corporation) Fred L. Rockelman learned a lot about motor cars and the wastes in their distribution.

Now, with Continental Automobile Company, he is starting the experiment of eliminating distributors from the marketing scheme of a new four-cylinder car and is putting dealers on an order-taking basis.

He thinks that a lower-priced car, without furbelows, will be well received by the present cautious and perhaps super-salesmanized public, and that advertising can be made to bridge much of the gap between the factory at Detroit and the prospects in Dallas and Dover. Henry Ford, you remember, used to regard his dealers as parasites, prospering lazily on the good-will he and his car had created. Perhaps Mr. Rockelman has developed a similar feeling.

Continental Automobile is a division of Continental Motors, which has produced some 3,500,000 motors for 100 car manufacturers in the last three decades.

The price of the new Beacon—probably around \$400—has not been definitely announced.



NEW YORK ROLLS ON

LISTEN to the voice of the city. Changing times quicken its tempo. Changing ways alter its tone. Yet, always the roar of the city is the voice of MASSED MILLIONS.

Buying power, buying habits, standards of value, fluctuate with passing years . . . but New York remains . . . the world's greatest market-place.

Here, in this vast area, live more than 11,000,000 people. They eat, they live, they clothe themselves in their accustomed ways. In 1932, their food bill alone was over a Billion and a quarter dollars.

They refuse to give up their amusements . . . and pour \$20,000,000 PER MONTH into New York theatres for the privilege.

But, most of all, New York proves itself by its increasing Ownership of Automobiles.

New York Rolls On.

In the past two years, while America cut its number of automobiles by 3%,

New York increased by more than 4%.

Since 1926 New York passenger car registrations leaped 48% . . . while the country, as a whole, climbed only 16%.

In 1932 two New York tire distributors recorded *their biggest sales volume*.

Certainly, business is "off." But in New York, the vast remaining business far outstrips the volume of a few years ago.

New Yorkers have money. The average family has \$2,387 in the Savings Bank. They have increased their savings by \$90,000,000 in the past year.

In New York, the problem is not one of *reaching buyers*, but of *selling them*.

The New York Evening Journal is daily read by more than 600,000 of these average New York families . . . over 2,000,000 readers who have money to spend.

Highly significant of the responsiveness of Journal readers is the fact that the Journal's Automotive Lineage increased 14.5% during 1932, as opposed to a 15% decrease for all New York newspapers.

NEW YORK JOURNAL

America's Greatest Evening Newspaper

REPRESENTED NATIONALLY BY THE RODNEY E. BOONE ORGANIZATION

THE JOURNAL GOES MARCHING ON

will not increase their overhead or cost of doing business, because they will not be required to put up ornate display rooms, to carry a stock of cars on hand, or to employ salesmen. They will do no trading. Each will have one car. He will display an attractive sign designating him as a 'Continental Terminal Dealer.' He will be paid a flat commission on each car sold.

"We shall undertake to do the selling through all forms of advertising, including direct-mail to the individual prospect, and shall also furnish necessary sales talks to demonstrators. We hope to do this in such way as to let the prospect know that what is said about the car comes from the manufacturer and not from a salesman, who may be interested only in earning a commission.

"The used car problem will be placed with the used car dealer. Used car dealers can buy and sell used cars at a profit, whereas new car dealers cannot. This is due to the new car dealer's practice of making an overallowance on the trade-in and charging it to his profit on the new car sale.

"We shall set the price of the Beacon ourselves and the prospect will know that he is getting the absolute minimum. He will sell his used car to a used car dealer for cash and make the down payment on a Continental with it. Of course he can go to some old-fashioned dealer and get a bigger allowance for his used car in trade, but our price will be so low that it will still be to the prospect's advantage to buy a Beacon unless the other dealer makes a prohibitive allowance. If our demonstrator can't make the deal, though, he may turn the prospect over to a Continental Six dealer who will take his used car in trade.

"We shall solve the shipping problem by making deliveries through our Continental Six distributors. You see, in addition to selling a Four direct, we shall also market two Sixes through a distributor-dealer organization of much the usual kind. They will also sell Beacons on the same terms as the Terminal dealers and retail stores. Our orders for Beacons will be grouped and the cars will be shipped to distributors in carloads to reduce shipping costs to the minimum. Cars will be delivered to Terminal dealers as drive-aways, truck-aways, or in whatever way is best under the circumstances.

"The distributor will, of course, share adequately in the saving on delivery costs thus effected."

Reminded that some other car manufacturers appoint garagemen as sub-dealers, Mr. Rockelman insisted

Cadillac V-16 "Quota" Reduced One-Third

When Cadillac announced in full-page newspaper space last month that production of its V-16 models (most of them selling in five figures) would be limited in 1933 to 400 units, opinion was divided as to whether the company was really making the V-16s more exclusive or was merely speaking out on sales estimates for next year.

Examination indicates that the policy may be one of "compulsory exclusiveness." Some 650 of the V-16s were sold in 1932. Aside from its social impressiveness, the number 400 is not much more exclusive than the number 650. Since incomes in the higher brackets are continuing to decline—what with the 65 per cent income tax on the more-than-\$1,000,000-a-year people, and other things, Cadillac, it appears, has simply estimated that the demand for the V-16s probably will not exceed 400 units next year, and without saying anything about this factor, has set about to make promotional capital of it.

that this plan is quite different. "Those sub-dealers are practically nothing more than 'bird dog' salesmen," he said. "They turn over prospects to the authorized dealer and get ten per cent discount, whereas the regular dealer gets twenty-four. All our representatives will receive the same commission on the Four. This will be a flat commission—not a percentage—and they will get the full amount on every deal, because they won't have any trade-in allowances to deduct or any salesman's commission to pay. They will also profit on handling and service charges and on accessories."

Asked the amount of the commission, Mr. Rockelman said he was not ready to divulge that yet, but it would be "more than that usually paid retail salesmen and less than the usual dealer discount."

The Continental Beacon will be produced in four body types: sedan, coach, coupe and roadster. It is a full-size car and will be well equipped, but without any frills.

Advertising began in the November trade journals, with one page in the *Saturday Evening Post* on November 29, and others on December 31 and January 7. There will be no further national advertising then until the

Terminals are established to provide national coverage, but newspapers and direct-mail will be used extensively.

The newspaper campaign during the New York show is to be distinctive in that the copy in each paper will conform to the editorial style and make-up of each paper in which it appears, using the same type faces, same kind of art, and same style of captions. It will also follow the department store plan of featuring a variety of goods on one page, devoting separate space to each of the three models and to the company.

Thereafter the Four will be advertised alone and all such advertising will carry a coupon which the reader is urged to mail to the factory. Those who send in coupons will receive literature and a letter, telling them where to see the car, and at the same time, the Terminal Dealer to whom a prospect is referred will be notified of the inquiry.

More Salesmen Traveling; Hotel Business Improves

An increase in the number of commercial travelers in the last few months is attributed by General J. Leslie Kincaid, president of the American Hotels Corporation, operating a chain of 40 units throughout the country, primarily as the reason for the fact that though the business of this organization was 39.5 per cent lower in July than in July, 1931, there was a corresponding reduction of only 29.3 per cent in November.

More than 50 per cent of the nation's hotels are now insolvent, General Kincaid added. He expects the repeal of prohibition to stimulate the business of this \$5,000,000,000 industry.

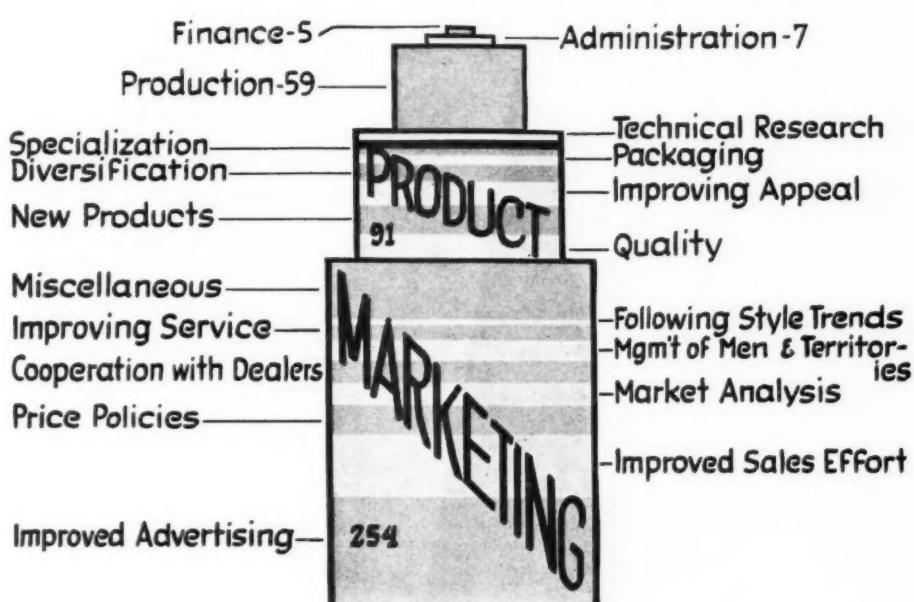
An increasing number of hotels have adjusted rates downward in the last three years in an effort to stimulate business.

A further boon to salesmen and other guests is offered by the Hotels Statler Company in a recent announcement by F. A. McKowne, president, that checkroom attendants are not to be tipped.

Tower Group Up in 1932-33

Tower Magazines reports to SALES MANAGEMENT that it closed 1932 with a 12.7 per cent lineage increase over 1931. Their January issue shows an increase of 18.4 per cent and their February issue of 15.1 per cent increase. These increases are held to be particularly significant in view of the fact that 43.4 per cent of the 1931 advertisers who renewed for 1932 carried increased schedules during this year just closing.

FORGING AHEAD DURING DEPRESSION



Policies Responsible for Progress During Depression

(Based on U. S. Dept. of Commerce Report on 358 Concerns)

What is most likely to increase sales or profits during 1933?

The 358 concerns whose sales or profits have broken records during the depression have found that the answer lies largely in **improved marketing policies**.

Of course, all of us are making a sincere effort to improve our marketing policies. But in this effort we are handicapped by the great difficulty of getting actual **facts**, because marketing problems are so intangible, so elusive.

And mere **opinions** are dangerous, as proved repeatedly by the wide differences between actual **facts**, as determined for our clients by our thorough research methods, and the sincere **opinions** previously held by their executives.

Our new picture film, "Forging Ahead During Depression," reveals the unique methods we have used in determining profitable marketing policies and solving difficult marketing problems for over 400 prominent clients. Wherever shown, this film has been hailed as a real contribution to profitable merchandising.

We are now prepared to show this film, at our own expense, to your chief executive or your chief marketing executive, or both, provided your company is willing and able to invest in marketing improvements if you should become convinced that increased profits will result.

This invitation includes principals and contact executives of advertising agencies.

A showing of this interesting picture can be arranged in your private office without any fuss or bother. Your request for an appointment will receive our prompt attention.

A. C. NIELSEN COMPANY
4450 Ravenswood Avenue, Chicago, Illinois

We believe that a showing of your picture film on improved marketing methods might prove mutually profitable.
Get in touch with us for an appointment.

Firm

Executive and Title

City and State

A. C. NIELSEN COMPANY

Merchandising Engineers

4450 Ravenswood Avenue

CHICAGO, ILLINOIS

129 Bright Spot Cities

Business Activity as Measured by Bank Debits

NOVEMBER was a month of moderate decline and the nation's business sagged back exactly to the September level, although three Western Federal Reserve Districts—Kansas City, Dallas and San Francisco—moved counter to the trend and registered advances.

Individual cities which were not only above the national average but which improved in November over October included Waterbury, Worcester, Buffalo, Elmira, Newark, Harrisburg, Trenton, Erie, Spring-

field (Ohio), Charleston (W. Va.), Raleigh, Richmond, Roanoke, Washington, Des Moines, Ft. Wayne, Indianapolis, Peoria, Terre Haute, Minneapolis, Kansas City, Oklahoma City, Topeka, Beaumont, Houston, Waco, Boise, Oakland, Phoenix, Portland (Ore.) and Sacramento. Marked improvement was shown also in Cleveland and Spokane.

A complete list of 262 cities, including both those above normal and below normal, is available on the 20th of each

month as a special service to subscribers. They are run off on mimeographed sheets and sent by first-class mail to subscribers. The SALES MANAGEMENT Statistical Department will be pleased to send you a sample copy. The subscription price is two dollars a year.

The Trading Area population estimates are printed by courtesy of the Marketing Division of the International Magazine Company.

	Percentage of Normal (1926-28 Aver.)				Relative Standing 100	Percentage of Normal (1926-28 Aver.)				Relative Standing 100					
	Trading Area Pop. (000 omitted)	Sept.	Oct.	Nov.		Trading Area Pop. (000 omitted)	Sept.	Oct.	Nov.						
U. S. A. Average (excl.															
N. Y. City	51.0	53.6	51.0	51.5	100	Chicago F. R. District	49.0	50.1	46.8	48.6	92				
Boston F. R. District	52.7	59.6	53.0	55.1	104	Bloomington, Ill.	61.7	61.4	60.5	61.2	119				
Bangor, Me.	191	62.5	68.5	52.8	123	Cedar Rapids, Ia.	64.5	65.6	63.2	64.4	124				
Brockton, Mass.	167	52.7	66.3	69.9	130	Danville, Ill.	50.2	51.3	53.3	52.3	109				
Hartford, Conn.	359	69.4	72.5	67.0	131	Des Moines, Ia.	66.3	68.6	70.5	68.5	138				
Holyoke, Mass.	115	52.6	57.3	55.9	110	Fort Wayne, Ind.	49.0	49.8	51.4	50.1	101				
Lowell, Mass.	151	57.3	63.1	58.5	115	Green Bay, Wis.	54.4	57.6	64.0	58.7	125				
Lynn, Mass.	131	51.1	60.4	55.8	110	Indianapolis, Ind.	61.8	65.0	66.9	64.6	131				
Manchester, N. H.	108	65.4	69.1	67.7	132	Kalamazoo, Mich.	49.7	54.6	51.3	51.9	101				
New Haven, Conn.	325	58.3	61.7	58.2	114	Mason City, Ia.	51.7	54.7	59.1	55.2	117				
Portland, Me.	192	60.8	65.4	55.2	109	Milwaukee, Wis.	53.4	56.3	55.4	55.0	116				
Providence, R. I.	648	57.9	59.6	57.2	112	Oshkosh, Wis.	49.0	56.8	54.4	53.4	104				
Springfield, Mass.	319	57.7	65.2	65.1	128	Peoria, Ill.	58.0	60.2	60.7	59.6	119				
Waterbury, Conn.	189	43.8	48.1	52.1	102	Springfield, Ill.	64.2	60.9	58.7	61.3	116				
Worcester, Mass.	416	50.6	56.8	58.5	115	Terre Haute, Ind.	51.5	55.8	60.8	56.0	120				
New York F. R. District (excl.															
N. Y. City	67.9	59.6	57.7	61.7	113	St. Louis F. R. District	50.7	51.2	48.6	50.2	95				
Albany, N. Y.	270	81.7	86.8	72.5	142	Greenville, Miss.	76.1	58.5	57.0	63.9	112				
Binghamton, N. Y.	246	63.3	66.2	63.5	125	Louisville, Ky.	50.4	56.4	55.3	54.1	109				
Buffalo, N. Y.	1,041	50.1	49.5	51.8	102	Owensboro, Ky.	43.1	51.4	60.1	51.3	119				
Elmira, N. Y.	146	56.0	56.6	65.3	129	St. Louis, Mo.	54.1	54.0	51.5	53.2	101				
Montclair, N. J.	58.9	73.1	64.3	65.4	126	Springfield, Mo.	61.8	57.4	60.9	60.0	120				
Newark, N. J.	1,042	74.4	69.8	73.9	145										
No. N. J. Clearing House	632	66.6	67.7	58.4	115	Minneapolis F. R. District	52.1	49.6	50.7	50.8	99				
(J. C. Hob., Bayonne)						Billings, Mont.	49.1	44.4	55.7	49.7	109				
Poughkeepsie, N. Y.	92	66.3	69.9	68.6	135	Fargo, N. D.	71.0	69.6	67.7	69.4	133				
Rochester, N. Y.	590	55.2	58.8	52.8	103	Helena, Mont.	50.7	50.7	58.8	53.4	116				
Stamford, Conn.	97	53.2	59.6	61.2	120	LaCrosse, Wis.	48.3	54.6	55.3	52.7	109				
Syracuse, N. Y.	372	60.0	66.0	64.2	126	Minneapolis, Minn.	53.2	52.8	53.0	53.0	104				
Philadelphia F. R. District						Red Wing, Minn.	48.0	59.0	53.6	53.5	105				
Camden, N. J.	51.0	51.7	48.5	50.4	95	St. Paul, Minn.	53.8	52.2	53.3	57.0	105				
Harrisburg, Pa.	493	54.1	59.4	58.9	116	Sioux Falls, S. D.	53.6	58.2	56.4	56.1	111				
Hazelton, Pa.	221	52.9	55.3	65.3	128	Winona, Minn.	63.7	68.4	73.3	68.5	142				
Lebanon, Pa.	95	65.5	66.4	69.4	136										
Norristown, Pa.	67	52.9	54.6	52.4	103	Kansas City F. R. District	52.8	54.8	54.9	54.2	108				
Philadelphia, Pa.	3,018	49.8	55.0	54.0	106	Albuquerque, N. M.	65.2	54.6	54.0	57.9	106				
Reading, Pa.	244	52.3	57.4	56.5	111	Bardstown, Okla.	80.4	104.8	84.6	89.9	166				
Scranton, Pa.	371	57.3	70.2	69.8	137	Casper, Wyo.	42.9	43.1	54.0	46.7	106				
Trenton, N. J.	287	64.5	65.6	67.3	131	Cheyenne, Wyo.	67.7	66.0	67.8	67.2	133				
Wilkes-Barre, Pa.	350	52.3	54.6	53.5	105	Colorado Springs, Colo.	59.9	62.3	62.1	61.4	120				
Wilmington, Del.	288	65.2	67.7	66.5	130	Denver, Colo.	52.4	55.7	54.1	54.1	106				
York, Pa.	197	58.9	61.3	59.4	117	Kansas City, Mo.	53.2	55.3	57.6	55.4	113				
Cleveland F. R. District						Lawrence, Kans.	53.9	60.7	58.4	57.7	114				
Cincinnati, O.	44.5	48.1	46.5	46.4	91	Lincoln, Neb.	57.5	62.4	62.0	57.3	121				
Columbus, O.	1,036	57.6	60.0	56.6	111	Muskogee, Okla.	49.5	56.0	57.2	54.2	112				
Erie, Pa.	460	54.5	56.8	53.5	105	Oklahoma City, Okla.	58.4	55.4	56.5	56.8	111				
Hamilton, O.	182	44.4	50.6	52.8	104	Omaha, Neb.	51.4	53.4	53.5	52.8	105				
Homestead, Pa.	71	49.3	66.2	65.3	128	Pueblo, Colo.	54.6	43.1	57.2	51.6	112				
Lexington, Ky.	38.8	38.7	53.5	43.7	105	Topeka, Kans.	55.6	55.0	59.1	56.6	116				
Lima, O.	214	58.0	64.7	55.2	109	Tulsa, Okla.	52.4	55.9	53.9	54.1	106				
Springfield, O.	208	49.0	56.3	53.1	104										
Wheeling, W. Va.	152	44.1	48.1	54.3	106	Dallas F. R. District	50.3	56.0	58.0	54.8	113				
Richmond F. R. District	44.5	67.3	67.2	65.4	128	Austin, Tex.	60.5	61.8	71.0	64.4	140				
Baltimore, Md.	1,086	71.1	70.8	67.2	131	Beaumont, Tex.	51.7	56.5	58.9	55.7	115				
Charleston, W. Va.	285	67.0	70.8	76.4	150	Dallas, Tex.	52.5	57.9	56.6	55.7	111				
Charlotte, N. C.	632	70.4	63.5	65.0	127	Fort Worth, Tex.	45.1	54.1	54.0	51.1	106				
Columbia, S. C.	247	60.4	56.5	59.9	117	Houston, Tex.	50.5	57.2	61.7	56.5	121				
Cumberland, Md.	211	60.0	57.1	57.4	112	San Antonio, Tex.	71.1	73.0	70.3	71.5	138				
Hagerstown, Md.	66	52.4	54.7	54.2	106	Shreveport, La.	55.8	55.0	52.5	54.4	103				
Lynchburg, Va.	445	58.5	64.7	63.2	124	Tucson, Ariz.	66.6	68.7	70.4	68.6	138				
Newport News, Va.	59.2	62.6	65.0	62.3	127	Waco, Tex.	44.7	51.5	60.0	52.1	118				
Portsmouth, Va.	70.0	74.7	72.0	72.2	141										
Raleigh, N. C.	256	56.3	66.3	67.6	133	San Francisco F. R. District	52.1	51.7	53.2	52.0	104				
Richmond, Va.	354	72.9	69.6	74.6	146	Bakersfield, Calif.	54.1	60.1	69.5	61.2	136				
Roanoke, Va.	295	63.3	65.6	70.8	140	Berkeley, Calif.	59.5	58.0	56.5	58.3	111				
Washington, D. C.	791	76.1	70.9	75.1	147	Boise, Idaho	47.5	48.5	68.0	53.7	133				
Winston-Salem, N. C.	323	56.7	58.2	54.4	106	Los Angeles, Calif.	2,360	55.4	54.8	53.1	104				
Atlanta F. R. District	51.0	50.9	48.5	50.1	95	Oakland, Calif.	521	69.5	72.7	84.2	160				
Atlanta, Ga.	718	62.3	65.0	60.4	119	Odgen, Utah	78	54.0	44.6	55.7	109				
Elberton, Ga.	44.6	46.0	51.2	47.3	100	Phoenix, Ariz.	185	63.3	57.4	58.2	114				
Jackson, Miss.	330	56.9	66.6	60.2	119	Portland, Ore.	558	50.7	54.0	55.4	109				
Knoxville, Tenn.	448	54.0	55.8	52.4	103	Sacramento, Calif.	202	75.7	76.6	74.6	146				
Mobile, Ala.	247	52.6	54.4	52.1	103	Salt Lake City, Utah	335	51.4	56.5	59.5	116				
Nashville, Tenn.	530	55.6	57.4	53.8	105	Santa Barbara, Calif.	144	63.8	61.6	60.1	118				
Pensacola, Fla.	112	52.8	52.7	57.5	113	Seattle, Wash.	524	51.1	52.6	52.1	102				



These most valuable booklets of the month will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Market Analysis

Cuba, a Suburb of the United States. Just ninety miles off the coast of Florida, an island, 800 miles long, equal in size to Pennsylvania, and with a population of 4,000,000 people—old line Spanish families, Cuban families, and English-speaking Americans, British and others. W. L. Davidson, business manager of the Havana Post and Evening Telegram, has published a small but highly interesting brochure about this market, its population and other market factors compared with similar markets in the United States. Recommended for its unadorned brevity and the straightforward case it makes for its market.

The San Antonio Market—surveyed in great detail on all marketing factors of population, spendable money income, retail and wholesale outlets, etc., by the San Antonio Express and Evening News. And in passing, a bouquet to the newspaper that has done this job with the very minimum of self-advertising. There can be no criticism of any publication that appends to a market survey a few pages of proof of circulation and advertising coverage. Hence the extreme restraint shown by the Express and News in refraining from most of the customary claims is noteworthy. For sales executives, the market has been divided into five more or less concentric parts making up the San Antonio trading area. Maps in color, followed by market statistics, give the detailed survey of (1) 76 counties in the all-inclusive San Antonio trade area, (2) 42 counties immediately surrounding San Antonio and shopping there for all except local purchases, (3) 15 counties to the north, shopping in San Antonio less frequently, (4) five counties at the southern tip of the state, purchasing some 85 per cent of their outside merchandise in San Antonio, (5) 13 counties that divide their trade between San Antonio, Houston, Fort Worth and Dallas, and (6) San Antonio city and Bexar county. Statistics quoted in the 38-page study are from the Federal Census of 1930 and the Census of Distribution, from SALES MANAGEMENT'S Spendable Money Income figures.

My—What We Know About Your Prospects! or how they buy cars in 1932, is a brand new breakdown of the w.k. New York market on the basis of the mental occupational group vs. the manual occupational group as shown on the records of automobile finance companies. The New York World-Telegram offers this analysis, after some months of delving into the records. Suggestive if your product is one of quality with general distribution in this highly remunerative market.

Media

The Dellegram, Vol. 1, No. 1, made an

appearance this month, as a news-promotion paper edited by and for the Dell Publications—(Modern Magazines, *Ballyhoo*, *All-Detective*, etc.) Some news of advertising in general, and much interesting material about the Dell Books. Free for the asking, t.f.

Western Roads Approve Scrip Mileage Book

(Continued from page 15)

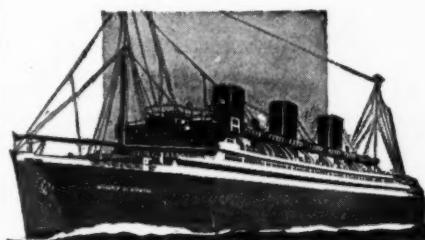
great majority of them stated definitely and conclusively that they would put more men back in the field, or would travel more men by railroad, if some sort of scrip mileage book could be purchased.

Among those who expressed the need on the part of business for a mileage book plan were officials of Vanity Fair Silk Mills, Yawman and Erbe Manufacturing Co., Clinton Carpet Co., Baer & Wilde, McGraw-Hill Publishing Co., Einson-Freeman Co., International Printing Ink Corp., R. Wallace & Sons Manufacturing Co., Pro-Phy-Lac-Tic Brush Co., Egry Register Co., Colgate-Palmolive-Peet Co., A. G. Spalding & Bros., Ritter Dental Manufacturing Co., National Cellulose Co., E. C. Atkins & Co., Gerber Products Co., Harnischfeger Corporation and Bigelow-Sanford Carpet Co.

The proposal was taken up directly with twenty-four key railroad executives, their general passenger and general freight agents, and with the chairmen of six passenger associations. A number of the individual railroad presidents and general traffic managers were so impressed with the SALES MANAGEMENT editorials and the avalanche of letters from subscribers that they wrote the editors stating definitely that they were asking their passenger associations to docket the subject for consideration. Copies of a large mass of the letters from subscribers were, consequently, sent to each association chairman for use in the committee and general hearings covering discussion of the mileage book proposal.

Adhering to its first thesis—the belief that the issuance of scrip books will prove mutually beneficial to general business and to the railroads—SALES MANAGEMENT congratulates the Trans-Continental and Western Associations on their action, especially the committee of officials whose duty it was to consider the proposal and speed it to a completion. On behalf of the thousands of presidents, sales executives and other company officials who read this magazine, we express a consensus that the new policy will unquestionably ease materially the effort which business must exert to rebuild its shattered estate.

Why not a SEA-GOING CONVENTION to Bermuda...?



—on the luxury liners

**MONARCH of BERMUDA
and QUEEN of BERMUDA**

(entering service early 1933)

EVERY one so far . . . and there have been many . . . has been an outstanding success! Lively, interesting. Record-breaking attendance. Consider the many advantages before making definite convention plans.

Both big Furness liners have special accommodations with meeting rooms of varying sizes (seating from 50 to 700) where business may be carried on in quiet and privacy. Ship to shore 'phones are also available.

In "off" hours . . . all the recreational facilities of these famous pleasure ships are at the disposal of delegates. And how they'll enjoy the huge sports deck, gym, two swimming pools, spacious ball room, smoking room and card rooms!

At Bermuda, business may be carried on at one of the fine hotels or recess called so that members may "do" the islands.

The cost per individual is surprisingly low, thanks to special all-expense Convention rates. Let us send you newest illustrated literature.

* * *

Another suggestion: Why not offer trips to Bermuda as bonuses for exceptional individual effort or as prizes in a sales contest? It's a great idea. The men will literally "work their heads off" to win one.

* * *

For information concerning sea-going Conventions to Bermuda and "bonus" trips, write to

FURNESS

Bermuda Line

CONVENTION DEPARTMENT
34 Whitehall Street, N. Y.
307 No. Michigan Ave., Chicago

C O m m e n t

AT LAST, SCRIP BOOKS: During the summer and early fall of 1932 SALES MANAGEMENT waged a vigorous editorial campaign to direct the attention of railroad executives to the crying need on the part of business for a scrip mileage book which would cut the cost of keeping salesmen in the field down to a level more consistent with the times. . . . The time seemed ripe for a plan which would reveal the real urgency of the situation, which would encourage railroad men to slash some of the interminable red tape which has always characterized concerted action in their industry, and *do something*. . . . While there had been some previous agitation along the line of scrip books, mostly on the part of the traveling salesmen's groups, it was not until SALES MANAGEMENT began its series of articles that the direct relationship between the number of salesmen in the field and the volume of freight being carried by the roads was forcibly brought out. Any appreciation of the value of personal sales activity as the prime factor in sales building and, therefore, in freight building, had apparently been totally lacking on the part of most railroad executives. It was SALES MANAGEMENT's job to show that the establishment of a mileage book plan now represented a course of action that would be mutually profitable to the railroads and to general business. . . . Now action has come, and thousands of grateful sales managers will sigh an "Allah-praised," that sales costs in at least part of the country will be reduced to a point where they can again afford to go after business. As this issue goes to press, we receive word that officials of the eastern roads are discussing similar action. SALES MANAGEMENT is happy to have been of service to its readers in mobilizing and interpreting their convictions and believes at the same time a constructive service has been rendered to the railroads and to business as a whole.

WHAT ABOUT 1933: Most business men and bankers finished the calendar year 1932 still in a state of quandary, substantially wearied by the continuous, conscientious efforts they had expended during 1932, and materially disappointed with the tangible results of their hard labors. The new year will witness a new administration entrenched in Washington—an administration which is dissatisfied enough with the conditions which have obtained during the past three years to be skeptical of the wisdom of some of the policies which have been pursued with such resolute doggedness. SALES MANAGEMENT believes that there will be some definite changes in governmental policy and that these changes will be for the better so far as business is concerned. We would feel the same

way if a Republican administration continued, because what Al Smith calls "the record" so clearly indicates the need of broader gauged, less reactionary policies. . . . Those who have followed statistics carefully during the past few years have naturally felt somewhat disappointed by the "dropping down" tendency of the last few months in certain lines and in the case of certain highly important indices. There is, however, much of cheer even from statistical sources. . . . The list is too long to go over in detail, but the entire list, when carefully analyzed, gives no reason for disbelieving that the summer of 1932 witnessed the bottom of the depression. . . . Right now the foreign debt situation is acute, but its very acuteness is the best evidence that a real and reasonable solution is in the offing. . . . The need of reflation is gaining ever-wider acceptance and the inadequate service being performed by the banking system in the matter of credit expansion for business purposes is becoming increasingly apparent, thereby hastening the adoption of measures which will reduce the horrors of struggling against having to pay \$1.00 debts with \$1.60 dollars. . . . The critical need of cutting down waste and extravagance in government of cities, counties, states and the nation has precipitated a movement which is now making steady, important and practical headway. . . . Much of the human corruption in big business and in small business has been smoked out. . . . The ogre of profitless selling has spit his venom so far and wide that the demand for volume, regardless of profit, has ceased to exist in the minds of the officials of even the richest corporations. . . . The bond of sympathy between men in executive positions and men in the ranks has grown deeper and led to better mutual understanding. . . . The bond between those who are still employed and those who are unemployed has grown deeper and saner and the responsibility of *all* government and of *all* business to see that able workers, who are also *willing* workers, are entitled to proper *material* consideration, is receiving ever-wider recognition. . . . The profit and loss position of American business as a whole looks better at the end of the calendar year than it did during the year. . . . Yes, 1932 has been a terrific year in more ways than one. But with all that it leaves behind, and with all that it records by way of actual forward progress, it must indeed be a man who has "lost his nerve" or proved faint of heart who cannot enter into 1933 with improved confidence and fortified energy. Progress in 1933 may be slow and somewhat turbulent. It may also be spotty. But of this we may be certain: 1933 will give birth to the real leaders of a new era in business, in finance and what may be broadly described as sociology, but what may be more understandably defined as "human equations."

Ray Bill

Beer — A Billion Dollar Market?

(Continued from page 17)

its previous market we may rightly expect to see a revival of this business—a turn to improved methods of barrel manufacture and the reemployment of hundreds of skilled artisans.

The final question may be: "Whom

The Brewing Industry Will Need These—and Many Other—Supplies

Air conditioning units	Ice and ice manufacturing machinery
Air compressors	Kegs
Ammonia	Kilns
Antiforin	Labels and glue
Ash handling equipment	Laboratory equipment of all types
Asphalt and cement	Lighting equipment
Automobiles, trucks and bodies	Materials handling equipment
Belting, rubber and leather	Mechanical rubber goods
Boilers and auxiliaries	Office supplies and systems
Barrels	Packing
Bottles	Paint and varnish
Bottling machinery filling	Paste and glues
washing	Pasteurizing equipment
labeling	Pipe and fittings
capping	Power transmission equipment
Brooms and brushes	Pumps
Builders' hardware	air
Carbonating equipment	water
Chain	beer
Chemicals	refrigerant
Coal handling machinery	Purifiers
Compressors carbonic gas	beer
Conveyors (all types)	water
Cooling equipment	Racking machines
Cooperage equipment	Separators
Copper and brass	Tanks and vats
Cork	wood
Dryers and cleaners	alloy metal
Electric trucks	brass and copper
Electrical machinery generators	glass-lined
motors	compound lined
control panels	Thermometers and temperature controls
meters, etc.	Trucks for plant and wholesale
Elevators	Valves and regulators
Engines and turbines	Water purifying and conditioning equipment
Filters	Welding equipment and supplies
Flooring materials	
Gauges and meters	
Gears and speed reducers	
Grease and other lubricants	
Hose and fittings, rubber	

shall we sell; to whom shall we direct our sales appeals?" Fortunately there are but few executives in each brewery who are responsible for the purchase of equipment, and who have the authority for making major expenditures. In many plants there will be a general manager or general superintendent responsible to the president for the general operations, including many functions outside of the scope of this article. Such an organization will apply particularly in the larger plants. In the smaller plant the president will combine the functions of general manager or superintendent with his duties as executive head of the business. Working directly under such a man, or men, will usually be found the brewmaster.

In many plants the brewmaster has complete authority over all manufacturing operations, being responsible for all matters pertaining to power, equipment, materials, quality of product, etc. Working under him will be found the chemist, whose duties include the supervision of raw material quality as well as the finished testing of the product. Also there will be the plant engineer, whose duties include the generation of power, both steam and electrical, and the maintenance of equipment.

In other plants the organization will be found slightly different in that the brewmaster has charge of production and is in no manner concerned with the raw material purchases nor the functions of power generation and maintenance. In such cases the chemist and plant engineer report directly to the superintendent or general manager.

Look for these lines of authority. The principal executives in any event are those mentioned and they are the men who must be sold on your equipment and services.

If you are selling to a new brewery under construction, then in addition to the representatives of the management it is essential that you contact the architects and engineers on the job. There are a number of important architects and engineers who specialize in the design and layout of breweries. These men will play an important part in the revival of the brewing industry and any sales plans directed toward that field should include this group.

In selling the brewing industry it must be remembered that the fraternal feeling among those men who have

(Continued on page 40)

ACT Now

To sell the Billion Dollar Beer Market!

The new American brewing industry is now in the blue print stage. New breweries are being planned, old ones are to be rehabilitated, millions will be spent.

Decisions on the equipment to be used are now being made and the manufacturer who waits for legislation will in many cases be too late. For then the brewer will be wholly engrossed in practical production and distribution problems. Therefore it is imperative for any manufacturer who would sell this market to act NOW.

MODERN BREWERY is the one magazine which surely and quickly will cover this field. It is a monthly technical magazine with superior editorial content directed to the owner, brewmaster, chemist, engineer and all those responsible for management, production, engineering, distribution, and maintenance in every worth-while brewery.

C. A. Nowak, the editor, has been connected with the industry for twenty-two years, and is recognized as an authority by brewers throughout the world. For years, and even throughout the Prohibition period, he has edited and published "The Brewer's Art," which now has been absorbed by MODERN BREWERY.

MODERN BREWERY offers an audited circulation coverage of not only virtually every brewery executive, but also brewery architects, engineers and supply houses.

Through its "Brewery Marketing Service" it keeps its advertisers posted on current sales opportunities in the field.

If yours is a product which can be used by brewers, now is the time to lay plans to get your share of this business and we urge that you send at once for a prospectus of the field and the facts about MODERN BREWERY.

MODERN BREWERY, Inc.

420 LEXINGTON AVENUE
NEW YORK CITY

Media and Agencies

For the Mass of Golfers

The two Graffis boys—Joe, business manager, 38, and Herb, editor, 37—have discovered that the combined circulation of the two national and seven sectional golf magazines is only 126,557, after estimating the circulation of those for which sworn data are not available and allowing for 15 per cent duplication among them all.

This, agreed the Graffises—who have been publishing *Golfdom* quite successfully at Chicago for several years—is not adequate coverage. There are two million golfers in the country. Several hundred thousand of them have both the interest and financial capacity to keep their niblicks, brassies and midirons up to date. If an equipment advertiser uses only the established golf magazines, he does not cover this market. If he uses the general magazines, he may reach most of the market, but must pay for circulation to hundreds of thousands of others who do not play golf.

So the Graffises decided to present, next April, *Golfing*, a controlled circulation magazine, to be sent during Aprils, Mays, Junes, Julies and Augusts only, to the homes of 400,000 members of golf and country clubs throughout the country.

Cost of a one-page advertisement in both *Golfdom* and *Golfing* is \$2,066.25. The page rate in *Golfing* alone is \$1,960. This means, says Joe, that "for \$106.25 less than the combined player paper rate, you will get 273,400 more circulation. The new paper will be printed in rotogravure—type page 7 and 5/16 by 10 and 3/16. With publication date still three months away, *Golfing* has received commitments from golf and general advertisers for about \$90,000 of business, the big ones of this field, like Spalding and U. S. Rubber, being in sure.

The clubs were asked to send their membership lists. In the first week, 18 per cent of them complied.

Golfdom remains the "Business Journal of Golf," and *Golfing* will become the "National Players' Magazine."

The Advertising Needs

Six factors which the 1933 advertiser needs are summarized by the Bureau of Advertising, American Newspaper Publishers' Association, New York, in a booklet entitled "The Flexible Budget." The six specific "needs" are:

1. An appropriation based on the job to be done in each locality, particularly with regard to sales;
2. Ability to apply spot pressure to certain localities as needed;
3. Ability to withdraw, alter or add to the schedule quickly;
4. Continuous market analysis with constant checking of results;
5. Ability to capitalize on day-to-day changes and unforeseen events;
6. Economy through low rates for thorough coverage.

Newspapers, says the Bureau, check with all six.

\$16,000-a-Page Conference

In keeping with the value of their wares, the fifth annual meeting of the sales organization of the *American Weekly* at New York last month was addressed by some quite important men. Morrill Goddard, editor of the *Weekly*, told of the influence of letters from readers in shaping the editorial plans to interest 5,000,000 circulation. Then there were Arthur Brisbane and Dr. Julius Klein, assistant secretary of commerce, "The Relation of National Advertising to Future Prosperity"; Mrs. Christine Frederick, "Looking at Mrs. Consumer in 1933"; Harry Braelow, Newark, operating the country's largest wholesale news agency; William L. Day, J. Walter Thompson Company, an agency's interpretation of the *American Weekly*; Lee H. Bristol, Bristol-Myers Company, "Merchandising Nationally Advertised Products Through Drug Stores"; Charles B. Dulcan, Hecht Bros., Washington, D. C., "How Nationally Advertised Products Can Be Profitably Sold Through Department Stores," and Dr. L. D. H. Weld, McCann-Erickson, Inc., "What Market Statistics Really Mean to National Advertisers."

O. B. Winters and H. F. Douglas, of Erwin, Wasey & Company, analyzed the aims of the *Weekly's* advertising promotion and the methods.

Mortimer Berkowitz, general manager of the *American Weekly*, presided.

Salutation

Wadham's Oil Company, Milwaukee, an affiliate of Socony-Vacuum, Inc., got a free and wholly unsolicited broadcast over WTMJ there December 14—in recognition of the fact that Wadham's has made 1,500 consecutive sport broadcasts over that station, and now ranks first in total number of programs by local sponsors, and is outranked only by Metropolitan Life, Quaker Oats and A & P among the national sponsors.

The program featured H. W. Dodge, president, and Frank Casey, advertising manager of Wadham's, and Russ Winnie, WTMJ sports announcer.

An aggressive merchandiser, Wadham's now has 1,500 outlets in Wisconsin. The company retains its own advertising agency—Burns, Hall, of Milwaukee.

Cut-Rate Dollars

The *Jersey Observer* of Hoboken and the *Beacon* of Newburgh, New York, have been cooperating lately with local merchants in giving publicity to a dollar-distribution scheme. Residents who came into the stores could get \$1 on payment of 25 cents. A lot of people came, but most of them were skeptical. One hundred \$1 bills were made available by merchants in each city. It took M. J. Klein, who engineered the scheme, from 14 hours to three days to get rid of them. There was no obligation to buy—no strings of any sort. The bills were genuine.

Not so all the quarters from the prospects, however. Mr. Klein took in five

bad ones, made of lead and shinily finished in glass. These he destroyed solemnly in the presence of the newspaper people, who wrote another story about that. Mr. Klein gets a flat fee from merchants for his dollar-distribution services. He plans to try the scheme elsewhere, in the belief that, though business generally is quiet, more people can be persuaded to buy merchandise than dollars.

Good Housekeeping's Friends

With a contribution of 63,107 lines, J. Walter Thompson Company again has been placed first in the list of "Who's Who in Good Housekeeping Advertising Agency Records for 1932," just published. On the basis of 429 lines to a page, the Thompson total in this magazine was slightly more than 147 pages.

Again second in GH lineage is N. W. Ayer & Son, with 40,124. Lord & Thomas rose from fourth to third this year, with 33,645, replacing Batten, Barton, Durstine & Osborn, who contributed 29,629. Young & Rubicam, Inc., Erwin, Wasey & Company, Blackman Company and McCann-Erickson, Inc., following in that order, maintained their ranks of the previous year, while Maxon, Inc., with 13,156 lines, rose from 28th to 9th.

One hundred nineteen agencies took 429 lines or more for clients in this magazine during the year, and, for the eleventh successive year, *Good Housekeeping* carried more accounts than any other woman's magazine.

Changes

Savage Arms Corporation has placed its advertising with Moser, Cotins & Brown, Inc., of Utica and New York. . . . J. J. Gibbons, Ltd., Toronto and elsewhere in Canada, is handling the advertising of Life Savers and Beech-Nut Sales Company, Hamilton, Ontario, candy and chewing gum, and Gotham Hosiery Company of Canada, Ltd. . . . Reginald W. Davis, former advertising manager of the *Hotel World-Review*, has become eastern manager of Container Advertising, Inc., Chicago, with offices in the Daily News building, New York. Container Advertising is a new point-of-purchase advertising medium. . . . Louis C. Pedlar has discontinued the Louis C. Pedlar Corporation, a New York agency, and has become an executive of United Advertising Agency, there. Several years ago he was president of Pedlar & Ryan, Inc. . . . Dalton M. Andrews, western editor and later western manager of *Hardware Age*, has joined Evans Associates, Chicago agency, where he will specialize on hardware accounts.

W. Garland Young has resigned from the Al Paul Lefton advertising agency of Philadelphia, to become a member of the sales promotion department of National Broadcasting Company. . . . James Ingram, for three years assistant to the vice-president in charge of sales planning for General Foods Sales Company, has been appointed district sales manager of the Philadelphia territory. He has been associated with it for eight years.

Guardian's "No Goat Feathers" Day

(Continued from page 13)

year's drive, general conditions made the task of beating last year's quota in number of policies written seem colossal, indeed. However, by appealing to the men to do their utmost to break last year's mark, the 1931 total was overshoot by 13 per cent.

An hour-by-hour schedule of lives and volume sold was maintained at the home office during "No Goat Feathers Day," and these bulletins were sent to the four district offices to be read to each salesman as he called up and reported his results. Each man had been requested to telephone upon obtaining his first application and subsequently at two-hour intervals until 6 o'clock. After 6 o'clock Mr. McNamara himself tried to answer each phone call personally. He had a heavy evening. At eleven different times between 9 o'clock and midnight, six different salesmen were on the phone at once, reporting sales.

The salesman first in line in number of policies was Robert S. Marvin, who turned in 23 applications—a sweet day's work. His total in dollars written was \$25,500. B. D. Lowry was close at his heels with 22, totaling \$37,500. Curiously enough, the men who stood from eleventh to twentieth in position in number of policies sold, closed more business in dollars than the first ten men: \$385,200 against \$281,750. They went a little slower, but they sold bigger policies. The man who led all others in dollar value of applications—R. Diament—closed only seven buyers and stood fourteenth in line, but the face value of the seven was \$116,000.

George A. Sheller won a special set of false goat whiskers (SALES MANAGEMENT's own award) for reporting the first sale of "No Goat Feathers

Day"—at 5:45 a.m. Ray Barbuti, ex-Olympic track star, made a fast finish in approved Olympic style by filing 5 lives at ten minutes before midnight.

The bulletins read over the telephone to each man during the day of the drive did much to keep the men working at maximum capacity. Here's a typical one:

FLASH—2:15 p.m.

145 lives ... \$649,700 ... 12/1/31
143 lives ... 517,200 ... 12/2/32

The margin narrows.

Al Siegel not heard from for 2 hours. still tops at 9½ lives.

Some war horses out to break Al's record. They can't break his spirit.

Bob Diament stepping out with \$114,000 on 5 lives taken lead from Julius Eisendrath—but maybe only temporarily, as he has not been heard from for a long time.

Who'll take the lead in our next bulletin as of 4 p.m. in lives? In volume?

And at 4 p.m.:

At 4 o'clock lives passed 1931.

Last year, December 11, 1931—

173 Lives for \$847,850

Today, at the same time—

175 Lives for \$665,200

A MARVELOUS race to be won during the next eight hours until midnight! The winning of it is *within you*—in that thoroughbred heart which won't give up no matter how many "apps" you have obtained; no matter how many you have failed to get.

Prepaid behind—but you'll catch it—because we know you'll keep on asking for the checks until you get enough of them.

You are showing an UNCONQUERABLE SPIRIT—you will win, because, as in Kipling—you're dead game—every one of you.

"If you can force your heart and nerve and sinew

To serve your turn long after they are gone,

And so hold on when there is nothing in you

Except the Will which says to them, "Hold on!"

Yours is the Earth, and everything that's in it."

20.4%

**INCREASE
in
ADVERTISING
REVENUE
in 1932
over 1931**



True Confessions Screen Play
Screen Book Hollywood

The Fawcett Women's Group has made this impressive gain in a year when 16 leading women's magazines lost an average of 26.45% in advertising lineage.

It reaches the real "BUYING" prospects—the younger women who buy what they want, depression or no depression. And this group gives you

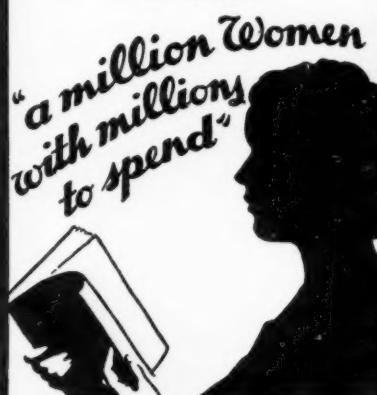
**ONE MILLION
CIRCULATION**

at \$1.70 per page
per thousand

Lowest rate in its field! Use Fawcett Women's Group for NEW business in 1933. Get the complete story today.

Fawcett Publications, Inc.
General Offices: 529 S. 7th Street
MINNEAPOLIS, MINN.

Chicago New York Los Angeles
San Francisco



Hour-by-Hour Production of 123 Guardian Life Men Who Took Part in the December 2 "No Goat Feathers Day"

Time	Dec. 12, 1930		Dec. 11, 1931		Dec. 2, 1932	
	Lives	Amount	Lives	Amount	Lives	Amount
9 A.M.	37	\$ 166,050	11	\$ 55,200	26	\$ 90,000
10	52	271,050	49	239,500	37	102,050
11	57	323,100	80	376,000	48	164,500
12 Noon	77	447,650	119	527,600	99	311,500
1 P.M.	86	540,850	130	580,600	112	340,000
2	95	605,850	142	633,850	142	516,200
3	104	638,650	157	730,850	152	549,200
4	119	692,150	173	847,850	175	665,200
5	141	965,150	198	1,206,500	227	825,200
6	159	1,220,550	217	1,332,500	264	931,700
7	177	1,474,000	246	1,493,000	285	984,700
8	196	1,737,300	275	1,539,000	301	1,034,200
9	205	1,770,300	287	1,562,500	312	1,087,200
10	215	1,806,800	300	1,584,500	335	1,140,700
11	225	1,841,800	330	1,712,500	359	1,176,555
12 Midnight	245	1,902,300	365	1,875,000	412	1,259,555

1933 Sales Opportunities

(Continued from page 12)

g. Do you have a method of sales promotion to be used by your retail stores in advertising your product to the consumer by newspaper—direct mail—telephone canvassing—personal canvassing?

Point-of-Sale Displays

- Are your point-of-sale displays used by the dealer? What percentage of use by dealers is accomplished? What is the average life of your display in a dealer's store?
- Have you considered a change from permanent or semi-permanent displays to cheaper displays which can be sent or delivered to the dealer at periodic intervals to energize him to a new display of your goods?
- Does the copy on your display piece give a real selling reason to the consumer for buying your product or does it merely display your name?
- Has the copy appeal of your display pieces been changed to correspond with present buying psychology?
- Do your salesmen assist in making displays effective by encouraging the dealer to use them and by actually putting them up when necessary?
- If competition is strenuous for space in the dealer's window, have you considered the advisability of making your display pieces so that other associated products not manufactured by you can be displayed on them?
- Do your displays have real utilitarian value for the dealer's window and do they facilitate the display of your actual goods?
- Floor display. Is it possible to get display of your goods on the actual floor of the retail store?

Better Sales Tools

- Do you have a usable sales manual and has it been kept up to date and live with the salesmen?
- Do you have an up-to-date, one best selling talk, around which the salesman, and particularly the new salesman, can build his own?
- Do you have a list of best answers to the ordinary sales objections regarding your line?
- Do you have a successful salesmen's magazine or house organ for an interchange of sales ideas?
- Do you have a visualized selling talk or presentation portfolio?
- Have you tried a portable moving picture film which can be carried

from store to store or office to office and presented at sales meetings?

g. Do you have any plan of visualizing the manufacture of your product, your factory and organization, or the uses of your product to retail dealers and sales people?

Advertising Policies

a. Trade advertising:

- Are you actually able to show the accomplishment of results by your trade advertising?
- Has the copy appeal of your trade advertising been changed to match present-day dealer buying motives?
- Is there a real selling idea contained in your trade advertising or is it merely a name card?
- Is there a definite idea behind your trade campaign corresponding to the selling plan being used by your salesmen?
- Do your salesmen properly merchandise your trade advertising?
- Have you checked recently, and do you check continually your trade media on the basis of effectiveness of editorial appeal and of continued influence with the trade?

b. Consumer advertising:

- Has your copy appeal been radically changed to match the radical change in public buying psychology?
- Are you basing your present advertising appeal on price alone?
- Does your advertising establish the rightness of your product by its general appearance, by its correctness in layout and by its perfection of each detail?
- Is your advertising written from the viewpoint of appeal to the consumer or is it really advertising to competition or to yourself?
- Is your advertising really effective in stimulating people to buy or is it merely competitive advertising asking them to buy your product instead of another when they decide to buy?
- Is your advertising aimed primarily at creating new users?
- Are you constantly checking the effectiveness of the media which you use?
- Have you considered in a thorough way the advantages of changing your advertising media?
- Does your advertising adequately cover your most profitable markets?
- Does your advertising have suf-

ficient continuity and have you sacrificed continuity of appeal to the desire for dominance?

Publicity

a. Trade publicity:

- Are you utilizing every opportunity to keep your name before the trade by constantly publishing news items regarding the progress of your company, regarding new products and regarding organization activities of all kinds.

b. Consumer publicity:

- Are you utilizing every opportunity to educate the public on your product by inspired articles in consumer publications?
- Have you really taken a square look at the advantages which can accrue to you from organized publicity and at the real economy of educating the public regarding your product and its uses by a planned program of publicity?

Organization Selling

- Have you considered a sales contest plan for getting your entire organization to work on getting new customers?

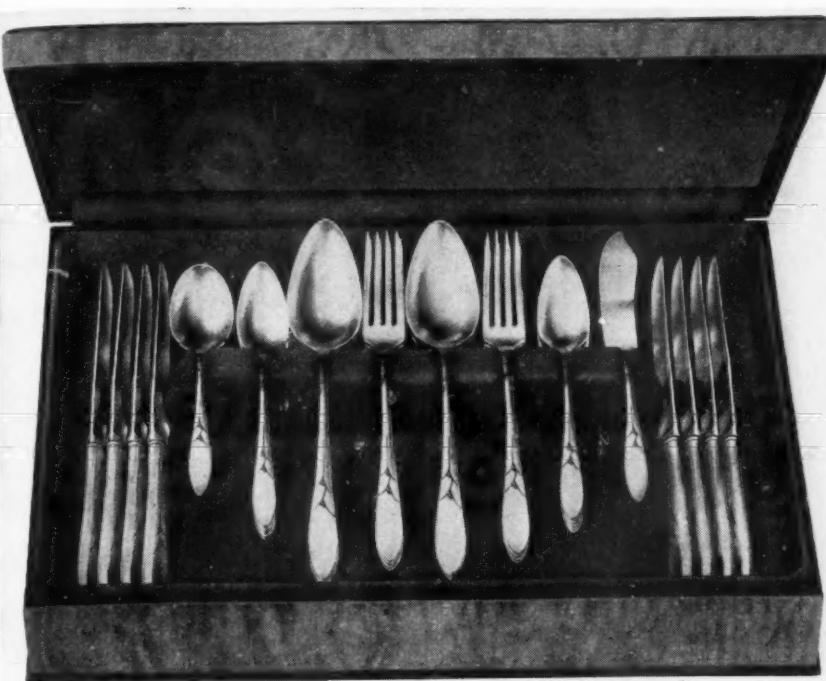
N.C.I.R. Wins \$105,000,000 of Industrial Sales

(Continued from page 22)

information only on projects that are definitely under way. It never profits any one to lie very long. We had rather err on the side of conservatism. If we were content to lump the estimates of modernization work which are supplied us by the district committees the total would be nearer \$200,000,000 than \$105,000,000. But when names of companies and details of projects are left out, we must exclude them from our list and from our national estimates."

Mr. Robertson's cautiousness in this respect is probably due to the fact that he is, by profession, a lawyer. But for two summers, quite a while ago, he was a salesman, and some of the things he learned then he is endeavoring now to apply. He sold aluminum cooking utensils from house to house; lugged around a representative lot of pots and pans in an old black bag. His greatest problem, he said, was to hold the interest of the housewife until he could reach down and open the bag. That overcome, he talked not of pots and pans but of cooking comfort and efficiency—in other words, of the housewife's self-interest.

He and his organization are talking about the prospects' self interests now. They are proving in many instances to



On the occasion of the twenty-fifth anniversary of the company, Fuller Brush dramatized the event in a striking way by a Silver Contest, in which all awards, from the smallest to the greatest, were pieces of silver. The highest men were entitled to a choice of merchandise of exceptional beauty—something, like a chest of silver, which would last a lifetime.

be an effective vanguard for the attacks of the regular salesmen of the various equipment manufacturers. They make studies of what is needed by manufacturing and public utility plants in their various localities—especially of those who have the money or credit to do something about them. They approach the executives of these companies with a definite understanding and a definite solution.

Mr. Robertson, for example (he still has the Westinghouse interests very much at heart), sold a large Chicago company recently on the advisability of putting in a new power plant. But the president of this company told him: "We won't buy this from you unless your price is right." At any rate this company has started to shop for power plants. Maybe Westinghouse will get the order. Maybe GE. But whoever it is, a lot of suppliers to suppliers, a lot of businesses—to some degree business in general, will benefit. After all, Mr. Robertson reasons, getting buyers in a constructive frame of mind is more important to Westinghouse and all other companies than getting merely one order.

An executive of one company was inclined to be skeptical of the movement—until he attended a regional meeting of the committee, found another executive there who had been convinced that some of his facilities needed tuning up, and gave him an order.

20 Plans That Make Salesmen Fight for Orders

(Continued from page 20)

the winner was not the best salesman," he commented, "and that is likely to happen frequently in cases of this kind, causing jealousies and dissatisfaction."

The trend of inquiries in the editorial offices of SALES MANAGEMENT indicates that many companies which never heretofore have developed any special incentives plan for their men are now considering the advisability of doing so. Don't shelf that idea. Sales during the next few months are going to depend in very large measure, not upon *routine* sales effort, but upon *special*, extra sales effort.

The only practical way to get men to do a specific job is to reward them for doing it. Thousands of salesmen are not producing because they are in a rut. The company has done nothing to inject new interest into their work. It has done nothing to put sportsmanship into selling. If even half of your men could be jogged into the frame of mind where they were actively, industriously competing with each other and with their own past records of performance, the comparative sales figures would make even a treasurer smile.

- A Veteran
- To the
- Front: —

Depressions—boom years—leveling out periods are all cross-indexed in the experience of a man who is looking for a company or a trade association that can put tested ability to work during the years just ahead. There are many men "available" in these days, but we know few with the unique background of a trained engineer, a practicing economist and business adviser, a market analyst, plus an outstanding record in swaying public and business gatherings.

His ability to weigh statistical or market data, to interpret factors in financial or sales problems, and to present an unerring conclusion is positively uncanny—and in normal times such ability would not be looking for this opening.

If past titles mean anything, that of vice-president of a leading New York financial organization is in itself evidence of ability, during the last decade of troughs as well as peaks.

Needless to say, a modest—and we mean just that—income is all that is required at the moment, for with the right company such experience can be depended upon to bring its own reward.

Specific duties in the research department of a large manufacturing or service organization—or general responsibility in an aggressive but smaller company on the eastern seaboard would interest this man, who is at present making addresses before business and public gatherings and can arrange an appointment to suit the convenience of interested executives. Write or 'phone for further information to

**Philip Salisbury, Vice-President,
SALES MANAGEMENT
420 Lexington Avenue, New York City**

A Hard Times Product

(Continued from page 18)

tain concerns who are holding back their salesmen, who are doing no advertising, whose factories are running half-time. Their production is curtailed to the point where the overhead is barely being taken care of. Yet they hesitate to start out after business aggressively. They are waiting—waiting for general conditions to get better, waiting for a resumption of building, for lower-priced labor, for an adjustment of railroad affairs, or just waiting for some mysterious condition which will encourage them to the point of getting out after business in a regular he-man fashion.

* * *

Many of the outstanding successes of the business world have laid their foundations during hard times.

American Airways Busy

American Airways carried 50 per cent more passengers in November than in November, 1931, L. D. Seymour, president, has announced. Air express carried in this period increased 700 per cent, and revenue miles flown rose 24 per cent, to a total of 917,177.

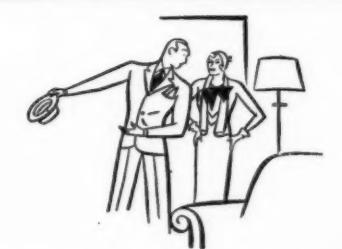
The Beer Market

(Continued from page 35)

devoted their life's work to the perfection of brewing practices is of a high order. It is only natural that, as a result, many brewers have a decided preference to consummate their business deals with firms or individuals with whom they are personally acquainted and with whose products they are familiar either through actual use or constructive advertising. Now is the time to start making those contacts that will mean so much to you at the time of the sale. Waste no time in familiarizing yourself with the problems of this great industry.

Remember, too, that the beer industry requires tools and equipment of the highest possible quality and precision. Anyone who has ever tried to make home brew knows how easy it is for a batch of beer to go wrong. Beer making, on a large scale, is equally hazardous. The brewing industry, then, is not a "second-hand" or "used equipment" market, but a market which will insist upon quality and performance of the first degree.

There, indeed, is a rich market for the men who can learn how to sell it.



"Only \$3 for all this?"

You'll be surprised, too, when you see how much luxury and convenience you can enjoy at the Hotel Lexington for as little as \$3 a day.

And here's another fact that'll make your expense account beam with gratitude—it costs only \$1 a day more for two persons at the Lexington. A room which is \$3 for one, for instance, is only \$4 for two persons.

HOTEL LEXINGTON

Grand Central Zone, Lexington Ave. at 48th St.

NEW YORK CITY

CHARLES E. ROCHESTER, Gen'l Manager

IT WRITES-IT LIGHTS



CIGARETTE LIGHTER AND PENCIL
ALL IN ONE. AS A PREMIUM
SALES AWARD.
GOOD WILL GIFT.

WRITE NOW FOR PRICES. MADE IN BEAUTIFUL COLORS

HAVALITE 161 CHAMPLAIN ST.
ROCHESTER N.Y.

BOSTON'S 4 PROVIDENCE \$3.00

Via Providence, thence by bus or rail
Round Trip \$5.00

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Sailings every day and Sunday, Pier 11,
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7-1800. OUTSIDE rooms running water
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Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display
Cash Basis Only. Remittance Must Accompany Order

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-three years. Send only name and address for details. R. W. Bixby, Inc., 118 Delward Building, Buffalo, N. Y.

POSITION WANTED

IS BUSINESS SLOW WITH YOU? THEN new blood in your organization is a good idea. I am interested in new connection; am 41 years old and have had sales, advertising, sales promotion and management experience with manufacturers and wholesalers in auto accessories and hardware. Please address Box 359, SALES MANAGEMENT Magazine, 420 Lexington Ave., N. Y.

SALES EXECUTIVE WANTED

SALES MANAGER WANTED BY AGRICULTURAL and Special Machinery Manufacturer. Must have successful sales record and ability to direct sales organization. Replies must contain complete information to be considered. Please address Box 361, SALES MANAGEMENT Magazine, 420 Lexington Avenue, New York City.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.



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